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THE 1980 SURVEY OF CERTAIN UNRESTRICTED LINE OFFICERS OF THE NA--ETC(U)

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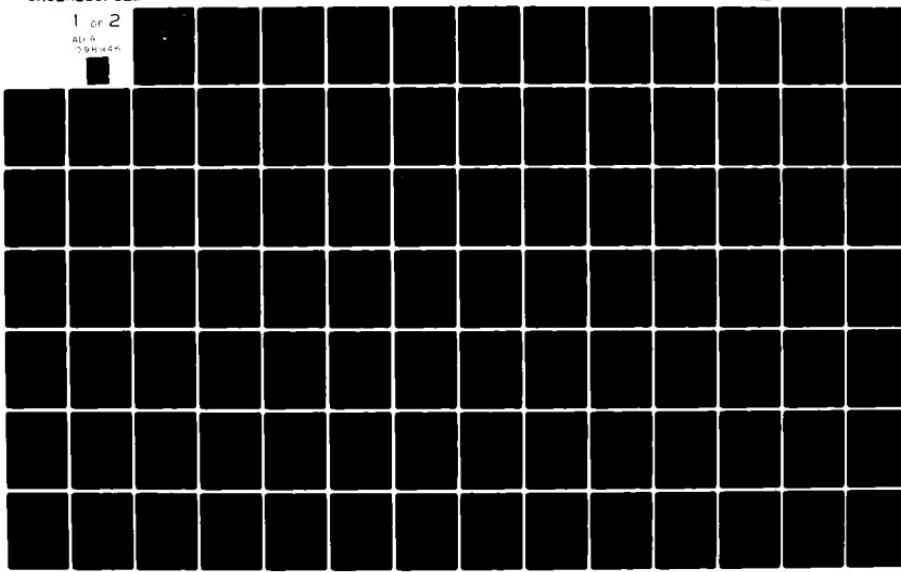
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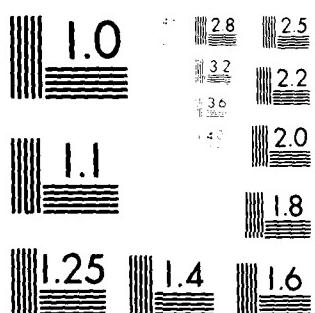
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The 1980 Survey of Certain Unrestricted Line Officers of the Navy Regarding Their Reassignment to a New Position

by

James K. Arima

April, 1981

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Prepared for

Navy Personnel Research & Development Center
San Diego, Ca 92152

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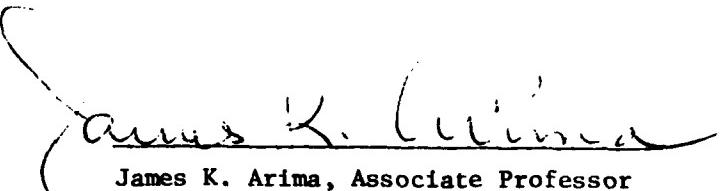
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This report is prepared by:


James K. Arima

James K. Arima, Associate Professor
Department of Administrative Sciences

Reviewed by:


C. R. Jones, Chairman
Department of Administrative Sciences

Released by:


W. M. Tolles, Dean of Research

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20. ABSTRACT (Continue on reverse side if necessary and identify by block number) The 1980 URL Feedback Survey was a questionnaire enclosed and forwarded with change-of-station orders issued to Navy line officers in the spring and summer of 1980. The purpose of the questionnaire were (1) to elicit perceptions of the detailing process as a feedback to the officer distribution systems and (2) to study officer attitudes about the new assignments and their perceived impact on individual careers according to their place in the career development process. This initial report documents the conduct of the survey.		

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describes the respondent sample, and assesses the quality of the data. The variables resulting from the survey and their location on an SPSS system file are documented in a user-oriented codebook. Free responses to an open-ended question on satisfaction with detailing are reproduced.

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PREFACE

This is a preliminary report to document the conduct of the 1980 URL Officer Feedback Survey, present the codebook that lists all the data elements (variables) in the file, and provide the free-form responses to the open-ended question soliciting the respondent's appraisal of the placement/assignment process as he or she experienced it.

The survey required the effort, support, and special skills of numerous individuals. At the risk of leaving out some who deserve mention, those who contributed and participated in the project should be named.

First mention should be given to LCDR Michael J. Panchura, Jr., USN for giving the survey materials and concepts a thorough test run in his excellent thesis, "U.S. Naval Officer Perceptions of Billet Assignments and the Placement/Assignment Process". LCDR John C. Dranchack, USN in the Navy Manpower and Personnel Center (NMPC) handled the difficult job of the contact person in NMPC for the survey--i.e., he had to try to satisfy the demands of the Naval Postgraduate School (NPS) on one hand and the protestations of the NMPC working crew on the other. His personal efforts in furthering the accomplishment of the survey are greatly appreciated. LCDR Carl E. Weisoff, USN, also of NMPC, was extremely helpful in providing appropriate hard copy and tapes of essential supplemental information promptly and in useful formats. Professor Kneale T. Marshall, then the Special Assistant (OP-01T) to the DCNO(MPT)--OP-01--played a critical role in keeping the survey effort on track, both at NPS and within OP-01 and NMPC.

At NPS, Carmen Cox, the survey editor and research assistant, provided exceptional skills, acumen, and perseverance in, among many things, managing the processing of the surveys and establishing the automated data file. Nothing has been accomplished in the survey processing area without her touch. Theresa W. Colis accomplished the keypunching in a most exemplary manner, and Philomene Bear and Karen Brown typed this report and the annexes.

Within the Educational Media Department of NPS, special thanks go to George B. Braun, its director, for coordinating the production effort, Barbara Rackfeldt for typesetting the survey form, the Graphic Arts Department for laying it out for the camera, and Jeanne C. Krug for printing the survey forms and procuring the mail-back, self-addressed envelopes in a timely manner.

Finally, the Manpower-Personnel-Training (847) students in the June 1981 class were most helpful in coding a large number of surveys and conducting and reporting on some imaginative analyses of a portion of the data. Some will follow through with theses using the complete data file.

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BACKGROUND AND HISTORY

The 1980 URL Feedback Survey was initiated in October 1978 by RADM N. R. Thunman, who was then the Assistant Chief of Officer Development and Distribution (Pers-4) in the Bureau of Naval Personnel. He proposed that a questionnaire which would be mailed with change-of-station orders could be used to evaluate the officer distribution process of the Navy and instructed his staff to explore the possibilities of doing this. The Naval Postgraduate School (NPS) became a candidate for implementing the program because it was already being sponsored by the Principal Deputy Assistant Secretary of the Navy for Manpower and Reserve Affairs--PDASN (M&RA)--and the Chief of Naval Personnel to study the Navy's officer system in depth in order to improve its structure and management. One aspect of this study was to develop a data base on career paths being taken by officers and the consequences of career paths for the attainment of such milestones as promotion, retention, and command. It appeared that a survey could be designed to satisfy both their need for valid information regarding the distribution process and the desire of NPS researchers for information regarding the career implications of specific billet-to-billet moves as perceived by the officer receiving the reassignment orders.

The review of Admiral Thunman's proposal by the division directors within Pers-4 and other branches was ambivalent. Many expressed the belief that a questionnaire, as proposed, could not evaluate the full spectrum of the Officer Development and Distribution mission. Other negative factors cited were the costs, the existence of formal and informal feedback devices, the negative bias that could be expected in a voluntary opinion survey, and the possible overlap with other similar survey and study efforts.

These considerations notwithstanding, and in view of the existing NPS officer study program, the Assistant Chief for Officer Development and Distribution (Pers-47) recommended that the questionnaire study be carried out by NPS because "...in support of CNO's objectives there remains a need to more thoroughly investigate the impact of our assignment process on the morale and motivation of all Naval Officers." The recommendation was approved and NPS was given the authority to implement the

survey with the constraints that questionnaires would be mailed with change-of-station orders, all processing and analysis would be accomplished with NPS resources, and that a finite survey period of about six months would apply.

The original premises of Admiral Thunman's proposal as elaborated by Pers-47 to the division directors and their comments were thoroughly reviewed and analyzed. A proposed questionnaire and suggested administrative procedures, along with the analysis to substantiate them, were formally submitted to the Director, Military Personnel and Training Division (OP-13), the office that had replaced Pers-3 in the reorganization of the Bureau of Naval Personnel. The analysis portion of the formal proposal was substantially as follows:

NPS Analysis of the Assignment Process for Survey Purposes

In planning an officer force and establishing policy for its management, it is essential that the desired force structure and the rules for flowing individuals through it be compatible. In a closed system with controlled input and egress from the system, it would be possible to design any number of models that would be feasible. While military personnel systems are generally considered to be closed systems, there is nonetheless considerable uncontrolled variability, in practice, in input rates and in losses from the system. The losses may arise in the form of voluntary resignations or voluntary retirements during a rather lengthy period permitting discretionary retirement. Losses may also occur involuntarily as a result of regulations and laws that permit or require the forced attrition of individuals. Moreover, the planned flow of individuals through the system is also controlled by individual members of the system who are formed into boards--such as promotion boards--to regulate the flow using, to a considerable extent, their own discretionary authority.

Thus, in order to formulate plans and establish policies that result in a controlled and predictable operation of the system, knowledge is needed regarding the predictable characteristics of individuals within the system.

One approach to documenting the choice decisions of individuals is to consider them as rational, logical beings and establish economic models that use such concepts as "current value" to model the choice behavior of

individuals. But, as it is well known, individuals do not always react in such logical, rational ways. Accordingly, it is necessary to investigate additional sources and causes contributing to their choice behavior. One way to do this is to attempt to find out how they individually view and react to the system at specific decision points which occur when they are reassigned and moved within the system. Should trends be found in these reactions, they could be used to improve planning and policy decisions. Thus, this is one important reason for conducting the assignment feedback survey.

The actual process of reassigning officers is a distribution function that is constrained by the number of billets to be filled and the number of officers to be moved. Another constraint, that will not be considered here, is the availability of funds for making the moves. Otherwise, there is a set of three objectives that is to be satisfied to the maximum extent possible in exercising the distribution function. These are--

- (1) Meet the needs of the Navy,
- (2) Enhance the professional development of the officer,
- (3) Ensure the continued professional motivation and dedication of the officer--i.e., satisfy the personal desires of the officer.

If the system is expanding, it is easier to fulfill these objectives because there may be more billets than officers. If the system is in relative static equilibrium, then the number of billets to be filled and the number of officers to be moved tend to be comparable. If some billets are better than others for individuals at particular points in their careers, then some officers will receive the better assignments and others will have to receive the poorer assignments. In this condition, all objectives might be satisfied for some of the officers, but only objective (1) is satisfied for the others. If the system is contracting and there are more officers to be moved than there are billets to be filled, it becomes easier to meet objective (1) because the system can be selective, but it becomes extremely difficult to meet objectives (2) and (3). In this condition, all objectives can be satisfied for a much smaller percentage of officers, while the other officers are difficult to satisfy with fairness and sensitivity to their personal expectations and needs.

In the latter two cases--when the personnel/manpower system is in static equilibrium or contracting--there may be officers who become "negatively motivated and dedicated." Under these conditions, the detailer--who is the agent for effecting the specific movements of individual officers--is severely constrained and placed in a difficult, unenviable, and no-win situation. He or she may, undeservedly, have to bear the brunt of criticisms from dissatisfied officers. When this happens, the detailer may, in turn, rationalize his or her actions by falling back on having met the "needs of the Navy" or by insisting that many, if not most, officers cannot see a sufficiently broad picture of the situation to understand what is good or best for them. To survey officers receiving orders on their reactions to the assignment under these circumstances may not produce worthwhile results. Those who reply may overwhelmingly represent the "negatively motivated" segment, and their dissatisfaction may be excessively directed at the detailer as the point of contact in the assignment system. Accordingly, the survey should be conducted to achieve a high return rate to ensure responses that are representative of the officer corps. The survey should be designed to provide information about the recipient of orders that is substantive and that can form the basis for constructive action. For example, such information could include the sources of the information that the recipient of orders had as to the situation that faced the detailer--i.e. the alternatives that were available; the information sources that were used to create this picture; and the recipient's evaluation of the new billet with respect to his or her career aspirations, the factors that seemed to be taken into consideration in arriving at the assignment decision, and the manner in which the detail was handled.

In order to evaluate the significance of the responses, they must be placed in the context of a particular point in the career path in which they occurred. The information needed to accomplish this includes at least the specific billet-to-billet move that is involved; the grade, time-in-grade, and time-in-service of the recipient; the designator and subspecialty qualifications of the officer; and the milestones that the officer has reached--such as command screen, command billet, graduate education and so forth.

Finally, in order to prevent the response from being considered a reflection on the gaining command of the officer, the survey should be timed, insofar as possible, to be completed prior to the officer's arrival at the new billet.

Specific Proposals and Plans

Unfortunately, funding of the NPS officer study was delayed, and further progress in the survey was suspended. Upon receipt of the funding in the Spring of 1979, advice from the liaison contact in OP-136 suggested that with the reorganization and change of players, interest in the survey had waned, and its possible redundancy with other survey efforts was still considered to be significant. In the meanwhile, the strawman questionnaire submitted in January had been given a tryout on graduating NPS student in a thesis effort by a student in the Manpower/Personnel/Training (847) curriculum (Panchura, 1979). Further inquiry by OP-OIT, the Scientific Adviser to DCNO(MPT), revealed that there was continuing interest in the survey and the findings of the tryout effort. Accordingly, a briefing was presented on 12 October 1979 to RADM J. R. Hogg (OP-13) and to RADM R.C. Conrad, the Assistant Commander for Distribution (NMPC-4) in the newly created Naval Manpower Personnel Center (NMPC). Some results from Panchura's thesis and specific recommendations and plans for conduct of the survey in 1980 were presented and accepted. A subsequent planning conference was held on 4 December with those who would be directly responsible or involved with the execution of the plans. These topics are expanded below.

Sampling

Conversations with the orders-issuing authorities within the Distribution Division of the Navy Manpower Personnel Center (NMPC-4) revealed that of the approximately 12,500 orders issued each year pertaining to URL officers, the heaviest concentration of reassignment orders occurred in the Spring to create Summer moves. Moreover, they were confident that no factors of significance existed that would differentially select officers to be reassigned, other than their planned rotation dates (PRD). That is, a relatively large set of orders would randomly sample the population of URL officers. Based on a 3-yr. study of the orders-issuing process, the monthly distribution of orders and the number of permanent change of station (PCS) moves is shown in Table 1. The decision was made to use orders issued in March, April, and May for the survey which would result in total of approximately 4,000 PCS moves for the sample.

The types of order that were to be excluded from the sample were--
. Entry on active duty (EAD)--home-to-first duty station orders.

Table 1
Distribution of Yearly URL PCS Orders
(Approximately 12,500) by Month and Percent of Total

MONTH	PERCENT	NUMBER OF PCS
MARCH*	12	1500
APRIL*	10	1250
MAY*	10	1250
JUNE	10	1250
JULY	8	1000
AUGUST	7	890
--	--	--
--	--	--
--	--	--
FEBRUARY	7	890

*SAMPLE THESE MONTHS

- . Relief from active duty (RAD)--duty-station-to-home orders to enter reserve status or relinquish a commission.

- . Retirement--active-duty-to-retired status orders.

- . Administrative--Orders amending or correcting previous order.

The designators (occupational codes) of URL officers that were to be included in the survey are listed in Table 2.

Personal Data

The determination of specific items of personal information that would be provided for the survey in addition to the questionnaire responses was a primary objective of the previously mentioned planning conference of 4 December 1979. This additional information was required to provide a perspective for the questionnaire responses that would consider the context in which they were elicited. Two items of importance, based on previous research and the intuition of detailers, were the performance record and past billet assignment history of the individual. In addition, biographical data--such as source of commission, length of commissioned service, promotion history, etc.--would be necessary. The detailer, in working with individuals, has a machine prepared Fitness Report Summary and an Officer Cumulative Record for each client. One way to provide the necessary information would have been to provide the survey team at NPS with these items for the individuals in the survey. The constraints on doing this were the Privacy Act considerations and the additional workload that would be placed on the detailers. Accordingly, NPS prepared a list of requirements as the agenda for the meeting. The list is shown in Figure 1.

At the meeting, the NPS representative explained that the mechanism for meeting privacy requirements would be a code or case number that would be assigned to each participant by the detailer, the code number would be placed on the questionnaire to the individual and the personal data sheet to NPS, no record would be kept of the assignment of code numbers to individuals, and the only record required would be the list of code numbers used to prevent duplication. The NMPC legal counsel at the meeting agreed that this procedure would be appropriate and that he would initiate the papers to give it formal approval. The other conferees concurred.

Table 2

Unrestricted Line Officer (URL) Categories Selected for the
1980 URL Survey

Designator	Description
110X	URL officer who is not qualified in any warfare specialty or in training for any warfare specialty
111X	URL officer qualified in surface warfare
112X	URL officer qualified in submarine warfare
116X	URL officer in training for surface warfare qualification
117X	URL officer in training for submarine warfare qualification
130X	URL officer who is a member of the aeronautical community and whose rating as a pilot or NFO has been terminated.
131X	URL officer qualified for duty involving flying aircraft as a pilot
132X	URL officer who is qualified for duty involving flying aircraft as a Naval flight officer
137X	URL officer in training for duty involving flying as a Naval flight officer
139X	URL officer in training for duty involving flying as a pilot

1. Performance

Number of ratings in last billet
Average of ratings in last billet
Last minus first
Number of times recommended for early promotion

2. Billet history

NOBC and Ship/Station Code of:

First billet to which assigned
Next-to-last billet (billet before losing billet)
Losing billet
Gaining billet (Loss code for those leaving service)

3. Biodata

Source of commissioning (Original? Latest?)
Length of service (Base date?)
Designator (current) and AQDs
Grade in which serving or to which selected
Time in grade (selectees = 0)
Promotion status, current grade or selected grade
 Late
 Inzone
 Early
Passovers in current grade (1, 2)
Command screen
 LCDR XO/C0
 CDR Command
 Major command/project
Years education completed
Subspecialty code--with suffixes (R,Q,P)

4. Handling attritions/losses

Foregoing data to be supplied, identified by a survey number
Feedback questionnaire not to be sent

Figure 1. Personal data requirements list.

Among the other items on the list, the discussion centered on what appeared to be an excessive amount of information on promotion history. It was agreed that length of commissioned service and the current grade in which serving could be used to identify individuals who were outside of the normal promotion pattern. As previously mentioned, attrition or loss orders were not to be included in the survey, thus eliminating data requirement 4 in the listing. Finally, results of the review of the draft survey form by NMPC were provided to the NFS representative for possible incorporation in the final form.

At this stage all of the necessary decisions had been made, and the production of survey materials and a documented procedure for providing the personal data were all that was needed to begin the survey.

SURVEY EXECUTION

Final Survey Materials

The survey form was completed by the end of January and printed in early February. It was printed on both sides of one sheet of standard 8-1/2 x 11-in. bond paper. The space constraint and the need to expand and add items to the originally proposed form of January 1979 resulted in some crowding and made the layout of some questions less than desirable. The form used in the survey is reproduced in Figure A-3 in Appendix A. The survey form and franked, return-addressed envelopes--approximately, 5,000 of each--were mailed to NMPC in mid-February.

The aforementioned additions to the survey form were initiated in part by a lack of indications at NMPC that anything was being done to finalize procedures for the personal data items. In fact, the memorandum of record that was to document the proceedings of the 4 December 1979 planning meeting was apparently written but circularized internally and never released. Time went by and the proposed start of the survey in March was overtaken by a complete absence of events.

Eventually, a copy of the final draft of the cover letter for Admiral Conrad's signature was received, and finally, notification was received that "all the survey materials had been distributed on 27 March with the instructions that mailings were to commence immediately and continue until survey materials were expended."

The exact form of these materials was not known until after they had been distributed, although warning had been received as to problems in arranging for their personal data. What had been done was to prepare a personal data blank that was printed on the back of the cover letter instructing the respondent to provide the data. It included most of the required biodata and asked for the Unit Activity code (UIC) and Billet Sequence Code (BSC) for the losing and gaining billets. The highly desired performance data never materialized. The cover letter by Admiral Conrad is shown in Figure A-1 and the personal data blank, in Figure A-2 of Appendix A.

Survey Administration

As is usually the case, when the operatives are given the additional task of helping in data gathering, the results can be highly variable. Moreover, administrative decisions and policies can also interfere with or help the process. The 1980 URL Survey was no exception in these respects. There is no check on whether each set of orders was accompanied by a survey packet. There is no way to know how many surveys were actually mailed and received. The only overall quality check of the sampling is to compare the respondent sample with the population to which change-of-station orders were issued during the period.

The late start was mitigated, in part, by the plans of the surface warfare community to instigate computer printing of its mailing labels for all officers with PRD's in March through May. As a result, there was a large backlog of orders. Unfortunately, this process resulted in the bulk mailing of a large number of orders so that the personal appeal of Admiral Conrad's letter, sealed and addressed to an individual, was lost. Due, however, to the late mailing of orders to the surface warfare community--the largest group--the planned survey milestones had to be changed. The surveys were to have been mailed with orders issued in March, April, and May and responses were to have been cut off at the end of six months, or in August. Actually, surveys were mailed out through early July with a remailing later in July to some recipients of orders who had not been sent surveys. The cutoff on responses at NPS was the end of October. A few responses received in early November were used to substitute for some responses received in late October that had to be disqualified. Some 30 responses sporadically received during the remainder of the year were not included in the data base.

In late October, after the cutoff for the receipt of responses had been decided, an attempt was made through the designated contact in NMPC to determine how many questionnaires had been mailed out. One complicating factor was that different offices had been responsible for the mailings for different designators. The order writers had been responsible for the air (13xx) and submarine (112x) communities, while the detailers had been responsible for the surface (111x) community. In all cases, the physical act of mailing questionnaires and orders was accomplished by the mail services office of NMPC. In a period of two days, these estimates were received:

Case 1. Approximately 4,000 questionnaires had been mailed.

Case 2. Approximately 400 per month had been mailed to surface officers for three months for a total of 1200 questionnaires. Mailings to the submarine community was 150 and to the air community, 600. The total mailing would be 1950 in this case.

Case 3: Approximately 400 \pm 50 to surface and 150 and 600 to the submarine and air communities, respectively. The maximum mailings in this case would be 1200.

Case 3 was said to be the best estimate.

In all over 1,000 responses were received at NPS during the survey period, but 166 could not be used for various reasons. The more common reasons were inappropriate designators and orders terminating active duty. The final file of useable responses included 926 cases. A significant deficiency among these 926 cases was that 212 (23.9 percent) did not have the personal data sheet that was on the back of the transmittal letter. There seemed to be at least two trends associated with missing personal data. In a few cases, strong, negative comments made to the open-ended question (Q. 13) regarding the respondent's satisfaction with the overall detailing process appeared to be associated with a missing personal data sheet. Missing personal data sheets were also more prevalent late in the survey period when, presumably bulk mailing of orders and questionnaires materials occurred. In some cases, for example, a batch of answered questionnaires and personal data sheets were sent to NPS with no sure way to match the data sheet with the questionnaire.

If missing personal data sheets were more common later in the survey period, then they should be associated more strongly with the surface (111x) community. There was no accurate way to assess this possibility, however. Accordingly, if the missing personal data sheets are prorated to each community in proportion to the frequency of the community among the 712 cases with personal data sheets, the survey sample would consist of--

Surface	(111x)	=	646
Submarine	(112x)	=	45
Air	(13xx)	=	232

(The estimated total is 923, which is less than the 926 actually in the sample because designators were missing in 213 cases, one designator (12xx) was not included in these calculations, and an underestimate occurred due to rounding.)

If case 2, above, is taken to be the distribution of surveys, the response rates would be 111x (53.8%), 112x (30.0%), and 13xx (39%). These percentages are not too far removed from return rates in similar but better controlled surveys, if the present return rate is estimated to be between 40 and 50 percent. When the eliminated and late respondents are included among the returns, the overall return rate would be about 50 percent.

It should be understood, of course, that this is a very gross estimate. In the worst case (Case 1), the return rate would be close to 25 percent. In the best case (Case 3) the return rate would be more than 80 percent.

The distribution of survey respondents by ranks and designator is shown in Table 3. Table 4 shows their distribution by source of commission, and Table 5, by length of service. In Table 4, there may be cases listed under "OCS" who should have been listed under the AVROC/AOCS category, although this possibility was corrected when possible in the survey editing.

Table 3
Survey Respondents by Rank and Designator

Rank	Designator								Totals*				
	11	111x	112x	116x	117x	121x	130x	131x	132x	137x	139x	N	%
Ensign (01)	1	0	0	0	1	0	1	5	8	1	0	17	2.4
LTJG (02)	12	15	5	2	0	0	0	7	3	1	0	45	6.3
LT (03)	15	126	13	0	0	1	0	47	27	0	1	230	32.4
LTCDR (04)	18	147	6	0	0	0	1	48	24	0	0	244	34.4
CDR (05)	8	116	8	0	0	0	0	3	1	0	0	136	19.2
CAPT (06)	3	33	0	0	0	0	0	0	0	0	0	36	5.1
Other (07)	0	2	0	0	0	0	0	0	0	0	0	2	0.3
Totals*	N	57	439	32	2	1	1	2	110	63	2	1	710
		%	8.0	61.7	4.5	0.3	0.1	0.1	15.5	8.9	0.1	0.1	100.0

* Excluding missing category (Frequency=216, Percentages=23.3).

Table 4
Survey Respondents by Source of Commission

Source	Absolute Frequency (Numbers)	Relative Frequency (Percent) *
USNA	198	28.0
NROTC	153	21.7
OCS	201	28.5
NESEP	54	7.6
AVROC, AOCS	71	10.0
Other	29	4.1
(Missing)	(220)	(23.9)

* Excluding missing category.

Table 5
Survey Respondents by Length of Service

Years	Absolute Frequency (Numbers)	Relative Frequency (Percent) *
1-2	23	3.3
3-4	78	11.0
5-6	99	14.0
7-8	83	11.8
9-10	74	10.5
11-12	106	15.0
13-14	51	7.2
15-16	44	6.2
17-18	51	7.2
19-20	44	6.2
21-22	24	3.4
23-24	18	2.5
25-26	4	0.6
27-28	5	0.7
29-30	1	0.1
(Missing)	(221)	(23.9)

* Excluding missing category.

SURVEY PROCESSING

Codebook (See Annex B)

The first step in survey processing was the development of a codebook for coding responses and punching data cards. Factors affecting the codebook design were the questionnaire itself, idiosyncracies in the responses, and contemplated data analyses.

The structure of the questionnaire and contemplated analyses dictated three different coding patterns, as follows:

(1) Continuous responses: These items only required the naming of the variable and the keypunching of the value provided by the respondent. They included--

Q1: New billet rating.

Q4: Timeliness of the new billet.

Q7: Triad of detailing. (Three variables that are not independent since they must sum to 100).

Q8-Q12: Questions dealing with the degree of satisfaction with various aspects of Navy detailing. (These are 5-pt. Likert scales.)

B3: Total years of commissioned service.

(2) Categorical responses that are checked by the respondent (coded 1) or left blank (0). Questions using this coding are--

Q2: Billet preferences.

Q3: Status and intention for continuing service.

Q5: Sources of information used.

Q6B: Milestones attained.

(3) Categorical responses that identify a particular value pertinent to the respondent. These included--

Q6C: Mileston priorities. All of the items in the priorities list were given a numerical code, and five variables--representing each of the five priority categories--were

created. For example, for the first priority item (PRIORT1), the code number of the item that the individual had chosen as his first priority was entered.

- B1: Rank. A code value for the individual's rank.
- B2: Current designator.
- B4: Commission source. A coded value for the individual's original commissioning source.
- B5: Actual subspecialty and suffix.
- B6: Unit identification code of the losing command.
- B7: Ship and station code of the losing command.
- B8: Billet sequence code of billet being departed.
- B9: Naval officer billet code of losing billet.
- B10: Subspecialty code of losing billet.
- B11-B16: Similar information for the gaining billet.

Quality Codes

In addition to coding the content of responses, codes were developed for the quality of responses. One set of codes were error codes, and another set described response patterns to a particular question.

Error Codes

The error codes (shown in codebook) were:

- 1: Missing when a response was required.
- 2: Illegal or uninterpretable response.
- 3: Any other reason for not coding a response that is given.

The frequency of error codes is shown by question in Table 6.

Table 6
Error Code Frequency by Question

Question	<u>Error Code</u>			Question	<u>Error Code</u>		
	-1	-2	-3		-1	-2	-3
1	31			11	7	1	
2	25	43	2	12		5	
3	72	13	1	13		*	
4	51	2		B1	214		
5	*			B2	212	1	
6	64	1		B3	221		
7	12	6		B4	220		
8	3	1		B5	*		
9	5			B6	225	31	
10	5			B7	231	48	
Totals	268	66	3		1335	81	

* Error Code Not Used

Response Pattern Coding

These codes were required because individuals took different sets in answering some of the questions. The response pattern codes made it possible to segregate and select individuals who responded in particular ways. The questions involved are 2 and 6.

(1) Q2. This question, because of the amount of information contained, the format, and the apparent ambiguity in the instructions resulted in several different response patterns. Had there been more space available, the question would have been broken down into several sequential questions depending on the choices made. The question asks the respondent to decide whether the most preferred billet was a sea or shore billet and to check the characteristics that applied to such a billet. The respondent is then asked to do the same for the least preferred billet. Unfortunately every combination of the two variables--preference and location--occurred. For convenience, the two dimensions were placed in a 2x2 contingency relationship, as follows:

Preference

		Most	Least
		A	B
Sea	Location	C	D
	Shore		

Using the letters in this matrix enabled the coding of all responses into the following categories:

Code	Response Pattern
01	ABCD (Respondent used all categories)
02	AB (Appropriate choice)
03	AD "
04	CB "
05	CD "
06	Only A used
07	Only B used
08	Only C used
09	Only D used
-2	Any other combination of scales

The frequency of each pattern is shown in Table 7.

Table 7
Response Pattern Frequencies for Question 2
on Preferred Billets

<u>Inappropriate Combinations</u>		<u>Appropriate Combinations</u>	
Response Pattern	Frequency	Response Pattern	Frequency
All (ABCD)	225	A-B	134
A	23	A-D	131
B	0	C-B	164
C	40	C-D	138
D	1		
Totals	289		567

(2) Q6. This question presented a lengthy list of career milestones that would be appropriate for all officers in the survey from the most junior to the most senior. Respondents were asked to check the milestone they had attained and to rank, in priority (1, 2 - - - n), those they had yet to attain. Responses showed different patterns of responding to the two tasks. They were categorized and coded, as follows:

Code	Response Pattern	
	Attained	Priority
11	OK	OK
10	OK	NO
01	NO	OK
12	OK	Only checked (not ranked)

The frequencies of each response are shown in Table 8.

Table 8

Response Pattern Frequencies for Question 6
On Milestones Attained and Yet-to-be-Attained (Priority)

*Response Pattern	Frequency
11	725
10	85
01	44
12	7
Total	861

* See Text for Explanation of Code.

Survey Coding and Keypunching

The survey questionnaires were coded, using an earlier version of the codebook by the author and his wife, students in the Manpower-Personnel-Training (MPT) curriculum at NPS, and an editor (research assistant). The editor reviewed the coding, made coding decisions (where necessary), and corrected errors. The decision rules have been incorporated into the final codebook (Appendix B).

The coding of the losing and gaining assignment was made especially difficult because most respondents did not give the unit identification codes (UIC) and billet sequence codes (BSC) that they were asked to supply. The UIC of the losing command (shown in the orders) was the only number provided with any frequency. This was an extremely undesired state of affairs when the contemplated analysis and the design of the survey had the objective of relating personal perceptions about the placement/assignment process to actual point-to-point, job-to-job moves. The importance of these data was stressed in the execution conference of 4 December (described above) and in the agenda items (Figure 1).

In order to salvage the situation, tapes and hard copy were provided by NMPC which listed UICS in numerical and alphabetical sequence and, additionally, provided the type of assignment code (TAC) and the activity code associated with each UIC. Given these listings, each verbal response was assessed and assigned an appropriate UIC, TAC and Activity code by the editor. Additional information sources--NPS students, NPS military personnel office, NMPC and OP-01 offices--were contacted to clarify difficult cases. The error codes given in Table 6 show how much was lost through lack of receipt of personal data forms and the absence of codable information for variables describing the losing and gaining billets.

Open-Ended Comments

Question 13 of the questionnaire gave the respondent the opportunity to explain or further amplify his or her evaluation of the overall detailing system expressed on a 5-choice Likert scale in question 12. There were 482 respondents who chose to make comments. These are reproduced verbatim in Appendix C, except for names of individuals who were mentioned in the comments. Each respondent is identified by survey case number, rank, and designator. The comments are being content analyzed as a thesis effort by a student in the MPT curriculum at NPS.

Conduct of Survey

One point made by Admirals Hogg and Conrad at their briefing was that the survey should be implemented in order to gain information and experience on obtaining feedback on the detailing process. The project has already provided information in this area, such as the following:

- (1) The central procedures were inadequate to ensure that each appropriate set of orders was accompanied by a survey packet.
- (2) Accurate information as to how many surveys had been mailed to various communities at any point in time was never available; as a result, the return rate could not be computed.
- (3) Leaving it up to individuals to provide specific information (UIC, BSC) about the change in assignment was disastrous--they do not seem to possess the information or know where it is available.
- (4) Changes in administrative procedures--automated addressing and bulk mailing of orders--adversely affected the survey in the form of late mailings, loss of personal appeal, and mishandling in the return of completed surveys in bulk. Other contemplated changes in orders processing will also affect future efforts at feedback surveys.
- (5) The failure to provide performance information (Fitness Report data) on individuals as agreed upon in the meeting will severely restrict the interpretation of the findings.

BENEFITS FROM THE SURVEY

There are already indications and events that are suggestive of the possible heuristic value of the survey. First, tenor and enthusiasm in the open-ended comments suggest that giving an officer the opportunity to participate in a program to improve the detailing system was warmly received, at least among a large group of officers. Next, processing and analyzing the data were good learning experiences--both in terms of learning survey technology and in finding out attitudes and values held among officers--for students in the MPT curriculum. The survey will provide a data base for future theses. And finally, interest in officer careers engendered, in part, by the project has led to an elective, seminar course on officer career management for students at NPS.

The ultimate value of the survey must be assessed on the basis of the detailed analyses to follow.

APPENDIX A

SURVEY MATERIALS



DEPARTMENT OF THE NAVY
NAVAL MILITARY PERSONNEL COMMAND
WASHINGTON D C 20370

IN REPLY REFER TO

MAR 20 1980

1980 UNRESTRICTED LINE OFFICER FEEDBACK SURVEY

The distribution of officers is an important function that must be carried out with the utmost proficiency to ensure that the needs of the Navy for officers possessing the required skills, knowledge, and experience are met in both the short and long run. This must be done while satisfying to the greatest degree possible the career interests and personal desires of the individual officer. The purpose of the 1980 Unrestricted Line (URL) Officer Feedback Survey is to determine how well this extremely difficult task is being carried out. The ultimate objective is to make improvements where justified and feasible to achieve greater compatibility between the Navy's demands and individual career needs and desires.

The 1980 URL Officer Feedback Survey is being administered to all officers of the surface, air and submarine communities receiving PCS orders in the period March through May 1980. Responses to the Survey questionnaire will be compiled and analyzed by a research group located at the Naval Postgraduate School in Monterey, California. Your responses will be held in the strictest confidence and will not be identified with you personally.

Your personal participation in this survey is extremely important to ensure that the respondents are representative of the communities being surveyed in all respects. It is requested that you answer the questions on the reverse and on the enclosed survey form honestly and candidly and return both forms in the envelope provided within 15 days of receipt.

Thank you for your time and cooperation. I assure you that the survey findings will receive my personal attention.


P. C. CONRAD
Rear Admiral, U. S. Navy
Commander
Naval Military Personnel Command

Figure A-1

Please answer the following questions pertaining to your career development by filling in the appropriate blanks:

CURRENT RANK: _____

CURRENT DESIGNATOR: _____

TOTAL YEARS COMMISSIONED SERVICE: _____

COMMISSION SOURCE (CHECK MARK): USNA NROTC OCS
NESEP OTHER (Specify) _____

SUBSPECIALTY CODE (if assigned) _____

Please provide the information requested below about your current and next assignment. The UIC for your new assignment appears on your orders. Please be as precise as possible in filling in the one billet title which is (or will be) associated with your principal duty(ies). If known, include the Billet Sequence Codes (BSC) in the appropriate blanks.

LOSING COMMAND - UIC _____

BILLET TITLE _____

BSC _____

GAINING COMMAND - UIC _____

BILLET TITLE _____

BSC _____

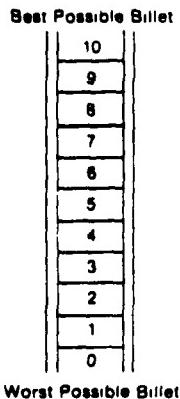
Figure A-2

1980 URL OFFICER FEEDBACK SURVEY

Case No. _____

NOTICE. Under authority of 5 USC 301, your attitudes and opinions regarding your new billet and the detailing process leading to it are being solicited. The survey is anonymous and voluntary. Your responses will not be identified with you personally. They will be combined with similar information from other officers and used to prepare a statistical report. The Naval Postgraduate School, under the sponsorship of the Deputy Chief of Naval Operations (Manpower Personnel Training), has primary research and analysis responsibility. Findings from the survey will be reported in the Officer Personnel Newsletter ("Perspective") and through other official or public media.

1. Below is a picture of a ladder. In regard to furthering your overall career development, suppose the top of the ladder represents the best possible billet to which you could have been assigned at this time and the bottom of the ladder represents the worst possible billet to which you could have been assigned at this time. Where on the ladder does the new billet to which you have actually been assigned belong? Circle the number in the appropriate step of the ladder.



2. All things considered — personal desires, career objectives, perceived needs of the Navy — indicate below the characteristics of the "Most Preferred" and "Least Preferred" billets to which you could have been assigned at this time. Under the "Most Preferred" heading, decide first whether the billet would be at sea or on shore and place an "X" in the appropriate box. Then, according to your choice of sea or shore, place an "X" in the boxes under the sea or shore heading (not both) that are characteristic of the "Most Preferred" billet. Select no more than one item from those that are bracketed. Follow the same procedures to describe the "Least Preferred" billet.

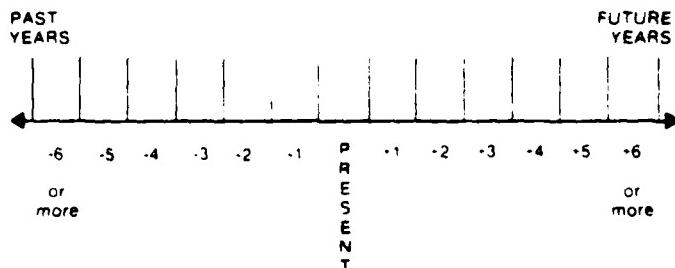
3. By checking the one appropriate box in the 'Before' column and one appropriate box in the 'After' column, indicate the effects of the new billet to which you have been assigned on your career intentions. 'Before' refers to your intentions prior to your knowledge of the new billet and after when you earned what it would be.

Status and Intention	Before	After
Not retirement eligible		
Leave Service at earliest opportunity	1	1
Continue active duty beyond obligation	1	1
Serve until retirement eligible	1	1
Undecided	1	1
Retirement eligible		
Retire at earliest opportunity	1	1
Continue active duty	1	1
Undecided	1	1

- 4 The figure below is divided into frames with each frame representing a particular time period. The center frame represents the present time. Those frames to the right of center represent years in the future and those to the left of center represent years in the past.

Assume that the billet which you have been assigned is required for your overall career development or was unavoidable considering the needs of the Navy.

By placing an "X" in the appropriate frame, please indicate the year when it would have been (or would be) most beneficial to your career development to have served (or to serve) in this billet. (Use the entry date into the billet to make your judgment.) If the present is most appropriate place your "X" in that frame.



Categories	Most Preferred	Least Preferred
Sea		
Atlantic Fleet		
Pacific Fleet		
Either Atlantic or Pacific		
SSB		
SSBN		
Combatant		
Auxiliary		
Amphibious		
Squadron		
Carrier		
Line/command (flying status)		
Afloat staff (flying status)		
Other ship/sea (nonflying)		
Overhaul		
Forward deployed		

Categories	Most Preferred	Least Preferred
Shore		
Washington		
<input checked="" type="checkbox"/> CONUS East Coast		
<input type="checkbox"/> CONUS West Coast		
<input type="checkbox"/> CONUS other		
Oversea shore		
Training		
<input type="checkbox"/> Operational		
<input checked="" type="checkbox"/> Technical Managerial		
<input type="checkbox"/> General duty (1000) billet		
<input type="checkbox"/> Warfare specialist (1050) billet		
<input type="checkbox"/> Subsidiarily coded billet		
Student (service college)		
<input checked="" type="checkbox"/> Student (graduate education)		
(Following for 'XXX' designator)		
Flying		
<input type="checkbox"/> Nonflying		

Figure A-3

5 Consider again all of the billets that you thought were available to you for assignment at this time. Please indicate below the source(s) of information which enabled you to determine that these billets were available to you (Place an "X" in the appropriate blank space(s))

- a Navy Times
- b Officer Personnel Newsletter (Perspective)
- c Officer Billet Summary
- d Your Commanding Officer
- e Another Senior Officer
- f Career Planning Guidebook
- g Your Detailer
- h Your peer group
- i Other _____ (Fill in, if applicable)
- j Other _____

6 Below is a list of Milestones which a Navy officer might encounter during his or her active duty career. Under the "Attained" column, place an "X" in the adjoining space for the milestones that you had attained **immediately prior to your assignment to the new billet**. Under the "Priority" column, indicate in the spaces provided what your priority was for reaching each milestone that you had not attained prior to your new billet. Use the number 1 for your first priority, 2 for your second priority, etc. If any of the unattained milestones were not relevant to your career plans at that time, leave the space blank. Note that only a few milestones such as promotion with peers can be used in both columns. No milestone should be higher in number than the one that you may assign to one of the asterisked items.

Attained	Priority	Milestone
		Warfare specialty qualification
		Additional qualification designators (AQD) — OOD, TAO, etc
		Augmentation
		Graduate education
		Graduate education utilization
		Subspecialty qualification (experience based)
		Proven subspecialist
		Promotion with peers
		Command screen
		Junior (Dept. Head SOAC) functional training
		Intermediate (command staff) service school
		Senior (War College) service school
		Department head tour (or equivalent)
		LCDR XO CO tour (or equivalent)
		CDR command (or equivalent)
		Major sequential command or project
		Lateral transfer to RL Staff
		Meet 12-yr. ACIP gate (13XX only)
		Meet 18-yr. ACIP gate (13XX only)
		Achieve retirement vestiture (eligibility)
		*Leave service after obligatory service
		*Resign or leave active duty
		*Retire

The triad of detailing is the broad guidance which detailers consider in determining various assignments. The legs of the triad are needs of the service, needs of the individual, and the desires of the individual. How much emphasis should there be for each member of the triad of detailing? For example, needs of the service is 100% for there are exceptions when career considerations or personal desires may override the needs of the Navy. Distribute 100% among the three alternatives to indicate the relative emphasis that should be placed on each at the present time (1980).

- a Needs of the Navy _____ %
- b Individual career needs _____ %
- c Personal desires _____ %

Total 100%

NOTE The following questions relate to the placement assignment process which preceded your next billet assignment. In answering questions 8 through 11, circle one of the following choices

- 1 To a maximum extent
- 2 To a great extent
- 3 To a moderate extent
- 4 To a slight extent
- 5 To no extent

8 To what extent do you feel your personal desires were considered?

1 2 3 4 5

9 To what extent do you feel your career needs were considered?

1 2 3 4 5

10 To what extent do you feel the needs of the Navy influenced your assignment?

1 2 3 4 5

11 To what extent do you feel you were personally involved in the decision process leading to your new billet?

1 2 3 4 5

12 What are your feelings toward the entire placement assignment process that resulted in your assignment to your next billet? (Circle your choice)

- 1 Very satisfied
- 2 Satisfied
- 3 Neither satisfied nor dissatisfied
- 4 Dissatisfied
- 5 Very dissatisfied

13 If you would like to elaborate on the choice you made in Question 12, please do so in the space below

Your cooperation in completing this questionnaire is greatly appreciated. Thank you very much for your time and consideration.

APPENDIX B

1980 URL OFFICER FEEDBACK SURVEY CODEBOOK

1980 URL OFFICER FEEDBACK SURVEY CODEBOOK

The codebook contains specific information regarding all items and variables used in the questionnaire. Each question is reproduced as it appears on the printed survey instrument. Immediately below each question, technical information regarding the coding of the data is provided, as follows:

1. Quality Checks: Quality checks contain information regarding the quality of the data. They are not used for all questions..
2. Columns: Columns indicate the location of the data on cards.
3. Item and Codes: This category contains a list of all values assigned to the variable and a description of the specific item.

Error Codes

The following codes will be used to identify unusable responses or the absence of a response:

- 1. Missing when a response was required. Discretionary blanks will not be assigned this code. Rather, they will be coded as 0 or left blank.
 - 2. Illegal or uninterpretable response.
 - 3. Any other reason for not coding a response that is given.
4. Notes: Additional information regarding the coding of the data is sometimes given under the Notes category.

CASE: QUESTIONNAIRE IDENTIFICATION NUMBER

COLS.	QUESTION	ITEM AND CODE	VARIABLE NAME
(1-4)	--	Case number assigned to a respondent (0001-9999)	CASE

CARD: RECORD
IDENTIFICATION
NUMBER

COLS.	QUESTION	ITEM AND CODE	VARIABLE NAME
(5)	--	Card number of card being punched	CARD
		1 first card 2 second card 3 third card, etc.	

QUESTION 1

1. Below is a picture of a ladder in regard to furthering your overall career development. Suppose the top of the ladder represents the best possible billet to which you could have been assigned at this time and the bottom of the ladder represents the worst possible billet to which you could have been assigned at this time. Where on the ladder does the new billet to which you have actually been assigned belong? Circle the number in the appropriate step of the ladder.

Best Possible Billet



Worst Possible Billet

COLS.	QUESTION	ITEM AND CODE	VARIABLE NAME
(6-7)	1	New billet rating as circled on ladder in Question 1	NEWBILL

10 best billet, to 1, worst billet
(zero ratings are coded as 1).

NOTE: If respondent's choice is in between two steps, choose the even numbered step.

QUESTION 2

All things considered - personal desires, career objectives, perceived needs of the Navy - indicate below the characteristics of the "Most Preferred" and "Least Preferred" billets to which you could have been assigned at this time. Under the "Most Preferred" heading, decide first whether the billet would be at sea or on shore and place an "X" in the appropriate box. Then, according to your choice of sea or shore, place an "X" in the boxes under the sea or shore heading (not both) that are characteristic of the "Most Preferred" billet. Select no more than one item from those that are bracketed. Follow the same procedures to describe the "Least Preferred" billet.

Categories	Most Preferred	Least Preferred	Categories	Most Preferred	Least Preferred
	<input type="checkbox"/>	<input type="checkbox"/>	Shore	<input type="checkbox"/>	<input type="checkbox"/>
Sea	<input type="checkbox"/>	<input type="checkbox"/>	Washington CONUS East Coast CONUS West Coast CONUS other Oversea shore	<input type="checkbox"/>	<input type="checkbox"/>
Atlantic Fleet	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
Pacific Fleet	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
Either Atlantic or Pacific	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
SSB	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
SSBN	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
Combatant	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
Auxiliary	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
Amphibious	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
Squadron	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
Carrier	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
Line/command (flying status)	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
Afloat Staff (flying status)	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
Other Ship/sea (nonflying)	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
Overhaul	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
Forward deployed	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
Flying Nonflying	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
(Following for 13xx designator)					

<u>COLS.</u>	<u>QUESTION</u>	<u>ITEM AND CODE</u>	<u>VARIABLE NAME</u>
(8-9)	2A	Billet preference. Because respondents answered this question differently, this variable is created to classify the mode of response using the following matrix:	BILPREF

Quality Check:

<u>LOCATION</u>	<u>Preference</u>	
	<u>MOST</u>	<u>LEAST</u>
Sea	A	B
Shore	C	D

- 01 ABCD (Respondent used all categories)
- 02 AB (Appropriate choice)
- 03 AD " "
- 04 CB " "
- 05 CD " "
- 06 Only A used
- 07 Only B used
- 08 Only C used
- 09 Only D used
- 2 Any other combination of scales

<u>COLS.</u>	<u>QUESTION</u>	<u>ITEM AND CODE</u>	<u>VARIABLE NAME</u>
(10-17)	2B	Sea billet most preferred	
(10-11)		11 Atlantic	FLEET1
		12 Pacific	
		13 Either Atlantic or Pacific	
(12 - 13)		21 SSN	SHIPSQD1
		22 SSEB	
		23 Combatant	
		24 Auxiliary	
		25 Amphibious	
		26 Squadron	
		27 Carrier	
(14-15)		31 Line/command (flying status)	DUTY1
		32 Afloat staff (flying status)	
		33 Other ship/sea (nonflying)	
(16)		1 Checked Overhaul	OVERHAUL1
		0 Blank	
(17)		1 Checked Deployed	DEPLOY1
		0 Blank	

<u>COLS.</u>	<u>QUESTION</u>	<u>ITEM AND CODE</u>	<u>VARIABLE NAME</u>
(18-25)	2C	Sea billet least preferred. The codes are the same as question 2B; the variable names are suffixed with a 2.	
(18-19)		See above	FLEET2
(20-21)		See above	SHIPSQD2
(22-23)		See above	DUTY2
(24)		See above	OVERHAL2
(25)		See above	DEPLOY2
(26-36)	2D	Shore billet most preferred	
(26-27)		11 Washington 12 CONUS East Coast 13 CONUS West Coast 14 CONUS other 15 Oversea shore	SHORE1
(28)		1 Checked Training 0 Blank	TRAIN1
(29-30)		21 Operational 22 Technical/managerial	OTIM1
(31-32)		31 General duty (1000) billet 32 Warfare specialist (1050) billet 33 Subspecialty coded billet	BILLET1
(33-34)		41 Student at service college 42 Student in graduate education	STUDENT1
(35-36)		51 Flying 52 Nonflying	FLYING1
(37-47)	2E	Shore least preferred. The codes are the same as question 2D; the variable names are suffixed with a 2.	
(37-38)		See above	SHORE2
(39)		See above	TRAIN2
(40-41)		See above	OTIM2

COLS.	QUESTION	ITEM AND CODE	VARIABLE NAME
(42-43)	See above		BILLET2
(44-45)	See above		STUDENT2
(46-47)	See above		FLYING2

NOTE: If there is more than one choice within a bracket, code as illegal response (-2).

If designator is 1110 and "squadron" is chosen, change choice to "combatant". (It is unlikely that URL officers with such a designator would serve in a squadron).

QUESTION 3

3. By checking the one appropriate box in the "Before" column and one appropriate box in the "After" column, indicate the effects of the new billet to which you have been assigned on your career intentions. "Before" refers to your intentions prior to your knowledge of the new billet, and "after", when you learned what it would be.

Status and intention	Before	After
Not retirement eligible		
Leave service at earliest opportunity	<input type="checkbox"/>	<input type="checkbox"/>
Continue active duty beyond obligation	<input type="checkbox"/>	<input type="checkbox"/>
Serve until retirement eligible	<input type="checkbox"/>	<input type="checkbox"/>
Undecided	<input type="checkbox"/>	<input type="checkbox"/>
Retirement eligible		
Retire at earliest opportunity	<input type="checkbox"/>	<input type="checkbox"/>
Continue active duty	<input type="checkbox"/>	<input type="checkbox"/>
Undecided	<input type="checkbox"/>	<input type="checkbox"/>

<u>COLS.</u>	<u>QUESTION</u>	<u>ITEM AND CODE</u>	<u>VARIABLE NAME</u>	
(48-49)	3	Status and intention. The code consists of two digits: one from the Before column and one from the After column. The columns are coded as follows:	INTENT	
		<u>Status and Intention</u>	<u>Before</u>	<u>After</u>
		Not retirement eligible		
		Leave service	1	1
		Continue active duty	2	2
		Serve until retirement	3	3
		Undecided	4	4
		Retirement eligible		
		Retire	5	5
		Continue active duty	6	6
		Undecided	7	7

Example: Code 12 means that the respondent was not retirement eligible, had intended to leave the service at the earliest opportunity, but now intends to continue on active duty.

NOTE: If categories within both "retirement eligible" and "not retirement eligible" are checked, consider number of years of service and see how close respondent is to 18. If respondent checks "undecided" or "continue active duty" under the wrong subheading, change to appropriate subheading.

QUESTION 4

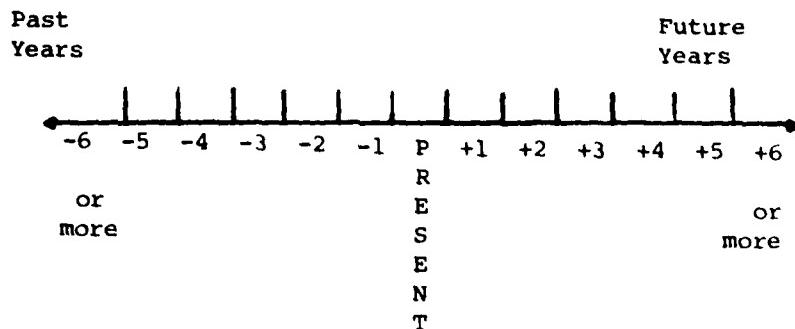
4. The figure below is divided into frames with each frame representing a particular time period. The center frame represents the present time. Those frames to the right of center represent years in the future and those to the left of center represent years in the past.

Assume that the billet which you have been assigned is required for your overall career development or was unavoidable, considering the needs of the Navy.

By placing an "X" in the appropriate frame, please indicate the year when it would have been (or would be) most beneficial to your career development to have served (or to serve) in this

(Cont.)

billet. (Use the entry date into the billet to make your judgment). If the present is most appropriate, place your "X" in that frame.



<u>COLS.</u>	<u>QUESTION</u>	<u>ITEM AND CODE</u>	<u>VARIABLE NAME</u>
(50-51)	4	Timeliness of new assignment	TIMELY
		01 -6 or more years in the past	
		02 -5	
		03 -4	
		04 -3	
		05 -2	
		06 -1	
		07 Present is the appropriate time	
		08 +1	
		09 +2	
		10 +3	
		11 +4	
		12 +5	
		13 +6 or more years in the future	

NOTE: If respondent's choice is between 2 steps, choose the even numbered step.

QUESTION 5

5. Consider again all of the billets that you thought were available to you for assignment at this time. Please indicate below the source (s) of information which enabled you to determine that these billets were available to you. (Place an "X" in the appropriate blank space (s)).

- a Navy Times
- b Officer Personnel Newsletter (Perspective)
- c Officer Billet Summary
- d Your Commanding Officer
- e Another Senior Officer
- f Career Planning Guidebook
- g Your Detailer
- h Your peer group
- i Other _____ (Fill in, if applicable)
- j Other _____

<u>COLS.</u>	<u>QUESTION</u>	<u>ITEM AND CODE</u>	<u>VARIABLE NAME</u>
(52-60)	5	Sources of information used. Each listed source is a variable that is scored 1 if checked and scored 0 or blank if not checked	
(52)		Navy Times	TIMES
(53)		Officer Personnel Newsletter (Perspective)	PERSP
(54)		Officer Billet Summary	BILSUM
(55)		Commanding Officer	CO
(56)		Another senior officer	SENIOR
(57)		Career Planning Guidebook	BOOK

(Cont.)

<u>COLS.</u>	<u>QUESTION</u>	<u>ITEM AND CODE</u>	<u>VARIABLE NAME</u>
(58)		Detailer	DETAIL
(59)		Peer group	PEER
(60)		Other	OTHER

NOTE: Variables occupy only one column; if response is missing or illegal, leave blank, instead of using error code.

QUESTION 6

6. Below is a list of "Milestones" which a Navy officer might encounter during his or her active duty career. Under the "Attained" column, place an "X" in the adjoining space for the milestones that you had attained immediately prior to your assignment to the new billet. Under the "Priority" column, indicate in the spaces provided what priority was for reaching each milestone that you had not attained prior to your new billet. Use the number 1 for your first priority. 2 for your second priority, etc. If any of the unattained milestones were not relevant to your career plans at that time, leave the space blank. Note that only a few milestones, such as promotion with peers, can be used in both columns. No milestone should be higher in number than the one that you may assign to one of the asterisked items.

Attained	Priority	Milestone
—	—	Warfare specialty qualification
—	—	Additional qualification designators (AOD) - OOD, TAO, etc.
—	—	Augmentation
—	—	Graduate education
—	—	Graduate education utilization
—	—	Subspecialty qualification (experience based)
—	—	Proven subspecialist
—	—	Promotion with peers
—	—	Command screen

(Cont.)

Attained	Priority	Milestone
—	—	Junior (Dept. Head, SOAC) functional training
—	—	Intermediate (command/staff) service school
—	—	Senior (War College) service school
—	—	Department head tour (or equivalent)
—	—	LCDR XO CO tour (or equivalent)
—	—	CDR command (or equivalent)
—	—	Major sequential command or project
—	—	Lateral transfer to RL/Staff
—	—	Meet 12-yr ACIP gate (13xx only)
—	—	Achieve retirement vestiture (eligibility)
—	—	*Leave service after obligatory service
—	—	*Resign or leave active duty
—	—	*Retire

COLS.	QUESTION	ITEM AND CODE	VARIABLE NAME
(61-62)	6A	Milestones. This variable was created to categorize the usability of responses to this question.	MILES
QUALITY CHECK:		Code Attained Priority	
		11 OK OK	
		10 OK No	
		01 No OK	
		12 OK Only checked (not ranked)	

NOTE: If subject checks same category for both "attained" and "to be attained in the future", code as 10 unless the category is a more than once in a lifetime occurrence such as:

- (1) Promotion with peers (2) additional qualification designators
- (3) Junior (Dept. Head, SOAC)).

If "to be attained" category is checked but not ranked code 6A as 12 and add 50 in question 6C to the item number.

<u>COLS.</u>	<u>QUESTION</u>	<u>ITEM AND CODE</u>	<u>VARIABLE NAME</u>
(63-80)	6B	Milestones attained. Each Milestone is a variable that is coded 1 if checked and 0 or blank if not checked.	
(63)		Warfare specialty qualification	QUAL
(64)		Additional qualification designators	AQD
(65)		Augmentation	AUGMENT
(66)		Graduate education	GRADED
(67)		Graduate Education utilization	UTILIZ
(68)		Subspecialty qualification (experience based)	SUBSPEC1
(69)		Proven subspecialist	PROVEN
(70)		Promotion with peers	PROMOTE
(71)		Command screen	SCREEN
(72)		Junior (Dept. Head, SOAC) functional training	JRSCH
(73)		Intermediate (command, staff) service school	INTSCH
(74)		Senior service school (War College)	SRSCH
(75)		Department head tour or equivalent	DEPTHD
(76)		LCDR XO/CO tour (or equivalent)	LCDRXO
(77)		CDR Command or equivalent	CDRCMD
(78)		Major/sequential command or project	MAJCMD
(79)		Lateral transfer to RL/Staff	LATERAL
(80)		Meet 12-yr. ACIP gate (13xx only)	ACIP12

CARD 2

CASE:	QUESTIONNAIRE
	IDENTIFICATION NUMBER

<u>COLS.</u>	<u>QUESTION</u>	<u>ITEM AND CODE</u>	<u>VARIABLE NAME</u>
(1-4)	-	Case number	CASF

CARD: RECORD
IDENTIFICATION
NUMBER

<u>COLS.</u>	<u>QUESTION</u>	<u>ITEM AND CODE</u>	<u>VARIABLE NAME</u>
(5)	-	Card number	CARE

<u>COLS.</u>	<u>QUESTION</u>	<u>ITEM AND CODE</u>	<u>VARIABLE NAME</u>
(6)	6B	Meet 18-yr. ACIP gate	ACIP18
(7)	6B	Achieve retirement vestiture (eligibility)	VEST
(8)	6B	Leave after obligatory service	OBLIG

<u>COLS.</u>	<u>QUESTION</u>	<u>ITEM AND CODE</u>	<u>VARIABLE NAME</u>
(9)	6B	Resign or leave active duty	RESIGN
(10)		Retire	RETIRE

NOTE: Variables occupy only one column; if response is missing or illegal do not use error code but leave blank.

<u>COLS.</u>	<u>QUESTION</u>	<u>ITEM AND CODE</u>	<u>VARIABLE NAME</u>
(11-20)	6C	Milestone Priorities	

NOTE: Only the first five listed priorities are used, since very few respondents provided more than five. The variables are priority 1, priority 2, etc. The entry for each priority is the number of the item (provided below) that was labeled with that priority. In the case of those who only checked the priorities (coded 12 for question 6A), 50 has been added to the item number, and the priority spaces in which they are entered obviously have no meaning. If two items are given the same order of priority, code as illegal (-2).

(11-12)	Priority 1 item	PRIORT1
(13-14)	Priority 2 item	PRIORT2
(15-16)	Priority 3 item	PRIORT3
(17-18)	Priority 4 item	PRIORT4
(19-20)	Priority 5 item	PRIORT5

Code for Priority Items

- 1 Warfare specialty qualification
- 2 Additional qualification designators
- 3 Augmentation
- 4 Graduate education
- 5 Graduate Education utilization
- 6 Subspecialty qualification (experience based)
- 7 Proven subspecialist
- 8 Promotion with peers
- 9 Command screen
- 10 Junior (Dept. Head, SOAC) functional training
- 11 Intermediate (command, staff) service school
- 12 Senior service school (War College)
- 13 Department head tour or equivalent
- 14 LCDR XO/CO tour (or equivalent)
- 15 CDR command or equivalent
- 16 Major/sequential command or project
- 17 Lateral transfer to RL/staff
- 18 Meet 2-yr. ACIP gate (13xx only)
- 19 Meet 18-yr. ACIP gate (13xx only)
- 20 Achieve retirement vestiture (eligibility)
- 21 Leave after obligatory service
- 22 Resign or leave active duty
- 23 Retire

QUESTION 7

7. The triad of detailing is the broad guidance which detailers consider in determining your assignments. The legs of the triad are needs of the service, career needs of the individual, and desires of the individual. How much emphasis should there be for each member of the triad of detailing? For example, "needs of the service" is not 100% for there are exceptions when career considerations or personal desires may override the needs of the Navy Distribute 100% among the three alternatives to indicate the relative emphasis that should be placed on each at the present time (1980)

a Needs of the Navy	_____ %
b Individual career needs	_____ %
c Personal desires	_____ %
Total	100%

<u>COLS.</u>	<u>QUESTION</u>	<u>ITEM AND CODE</u>	<u>VARIABLE NAME</u>
(21-26)	7	Triad of detailing. Each of the three items has a potential range of 0 to 99 (100 is coded 99). Fractional amounts are truncated.	
(21-22)		0-99 Needs of the Navy	TRIAD1
(23-24)		0-99 Individual career needs	TRIAD2
(25-26)		0-99 Personal desires	TRIAD3

NOTE: If percentages add up to more than 100%, code as illegal (-2).

QUESTION 8

NOTE: The following questions relate to the placement/assignment process which preceded your next billet assignment in answering questions 8 through 11, circle one of the following choices:

1. To a maximum extent
 2. To a great extent
 3. To a moderate extent
 4. To a slight extent
 5. To no extent
8. To what extent do you feel your personal desires were considered?

1 2 3 4 5

<u>COLS.</u>	<u>QUESTION</u>	<u>ITEM AND CODE</u>	<u>VARIABLE NAME</u>
(27-28)	8	Personal desires were considered	PERSONAL

Questions 8, 9, 10, 11 are coded 1 to 5 using the following values:

01 To a maximum extent
02 To a great extent
03 To a moderate extent
04 To a slight extent
05 To no extent

QUESTION 9

9. To what extent do you feel your "career needs" were considered?

1 2 3 4 5

(Cont.)

<u>COLS.</u>	<u>QUESTION</u>	<u>ITEM AND CODE</u>	<u>VARIABLE NAME</u>
29-30)	9	Career needs were considered	CAREER

QUESTION 10

10. To what extent do you feel the "Needs of the Navy" influenced your assignment?

1 2 3 4 5

<u>COLS.</u>	<u>QUESTION</u>	<u>ITEM AND CODE</u>	<u>VARIABLE NAME</u>
31-32)	10	Needs of the Navy considered	NAVY

QUESTION 11

11. To what extent do you feel you were personally involved in the decision process leading to your new billet?

1 2 3 4 5

<u>COLS.</u>	<u>QUESTION</u>	<u>ITEM AND CODE</u>	<u>VARIABLE NAME</u>
33-34)	11	Personal involvement in billet decision making	INVOLVMT

QUESTION 12

12. What are your feelings toward the entire placement/assignment process that resulted in your assignment to your next billet? (Circle your choice).

1. Very satisfied
2. Satisfied
3. Neither satisfied nor dissatisfied
4. Dissatisfied
5. Very dissatisfied

<u>COLS.</u>	<u>QUESTION</u>	<u>ITEM AND CODE</u>	<u>VARIABLE NAME</u>
(35-36)	12	Satisfaction with detailing	SATISFY
		01 Very satisfied	
		02 Satisfied	
		03 Neither satisfied nor dissatisfied	
		04 Dissatisfied	
		05 Very dissatisfied	

QUESTION 13

13. If you would like to elaborate on the choice you made in Question 12, please do so in the space below

<u>COLS.</u>	<u>QUESTION</u>	<u>ITEM AND CODE</u>	<u>VARIABLE NAME</u>
(37)	13	Comments: Includes comments made elsewhere in the form.	COMMENT
		1 Comments given 0 No comments given	

Personal Background Items (From supplemental questions)

QUESTION B 1

Please answer the following questions pertaining to your career development by filling in the appropriate blanks:

CURRENT RANK: _____

<u>COLS.</u>	<u>QUESTION</u>	<u>ITEM AND CODE</u>	<u>VARIABLE NAME</u>
(38-39)	B1	Current rank (A -1 here means all background items are missing and are not coded.)	RANK
		01 Ensign (01) 02 Lieutenant Junior Grade 03 Lieutenant 04 Lieutenant Commander 05 Commander 06 Captain 07 Other	

QUESTION B 2

CURRENT DESIGNATOR: _____

<u>COLS.</u>	<u>QUESTION</u>	<u>ITEM AND CODE</u>	<u>VARIABLE NAME</u>
(40-43)	B2	Current designator. Four-digit code from Officer Classification Manual as given by respondent	DESIG

QUESTION B 3

TOTAL YEARS COMMISSIONED SERVICE: _____

<u>COLS.</u>	<u>QUESTION</u>	<u>ITEM AND CODE</u>	<u>VARIABLE NAME</u>
(44-45)	B3	Total years of commissioned service. (1 to 6 months do not change years; 7-11 months, round up 1 yr; less than one year of service, round up to one year)	LOS

QUESTION B 4

COMMISSION SOURCE (CHECK MARK): USNA NROTC OCS

NESEP OTHER (Specify) _____

<u>COLS.</u>	<u>QUESTION</u>	<u>ITEM AND CODE</u>	<u>VARIABLE NAME</u>
(46-47)	B4	Commission source	SOURCE
		01 USNA	
		02 NROTC	
		03 OCS	
		04 NESEP	
		05 AVROC, AOCS	
		06 Other	

NOTE: Code ROC answer as OCS (or 03). Code AVROC, AOCS as 05.

QUESTION B 5

SUBSPECIALTY CODE (if assigned) _____

<u>COLS.</u>	<u>QUESTION</u>	<u>ITEM AND CODE</u>	<u>VARIABLE NAME</u>
(48-51)	B5A	Subspecialty code. Four-digit code from Officer Classification Manual as given by respondent.	SUBSPEC2
(52)	B5B	Subspecialty suffix. Alpha code given by respondent.	SUFFIX1
(53-56)	B5C	Second subspecialty code. Four-digit code from Officer Classification Manual as given by respondent.	SUBSPEC3
(57)	B5D	Suffix for second subspecialty. Alpha code as given by respondent.	SUFFIX2

NOTE: If more than two subspecialties were listed, the excess subspecialties were not used. Subspecialties with E, F, and G suffixes were chosen for elimination. The subspecialty code should have 4 digits followed by one letter; if response is i.e. P22,P053 change to 0022P,0053P, etc.

CARD 3

CASE:	QUESTIONNAIRE IDENTIFICATION NUMBER
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<u>COLS.</u>	<u>QUESTION</u>	<u>ITEM AND CODE</u>	<u>VARIABLE NAME</u>
1-4	-	Case Number	CASG

RECORD
CARD: IDENTIFICATION
NUMBER

<u>COLS.</u>	<u>QUESTION</u>	<u>ITEM AND CODE</u>	<u>VARIABLE NAME</u>
(5)	-	Card Number	CARD

QUESTION B 6	
Losing Command - UIC	_____
TAC	_____
ACTIVITY CODE _____	

<u>COLS.</u>	<u>QUESTION</u>	<u>ITEM AND CODE</u>	<u>VARIABLE NAME</u>
(6-9)	B6A	Unit Identification Code of Losing Command (Four Digits)	UIC1
(10)	B6A	UIC Suffix (One Alpha Character)	SUF1
(11-12)	B6B	Type of Assignment Code (One Digit)	TAC1

1	A = Alaska Shore
2	C = Sea Duty
3	D = Sea Duty-Overseas
4	G = Reimbursable Billet
5	O = Overseas-Shore
6	S = Conus-Shore
7	H = Hawaiian-Shore

(13-16)	B6C	Activity Code (Four Digits)	ACT1
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QUESTION B 7

Gaining Command - UIC _____

TAC _____

ACTIVITY CODE _____

<u>COLS.</u>	<u>QUESTION</u>	<u>ITEM AND CODE</u>	<u>VARIABLE NAME</u>
(17-20)	B7A	Unit Identification Code of Gaining Command (Four Digits)	UIC2
(21)	B7A	UIC Suffix (One Alpha Character)	SUF2
(22-23)	B7B	Type of Assignment Code (One Digit) (See B6B)	TAC2
(24-27)	B7C	Activity Code (Four Digits)	ACT2

APPENDIX C

COMMENTS FROM THE 1980 URL SURVEY

COMMENTS FROM THE 1980 URL SURVEY

(Subject Code/Rank/Designator)

0003/LTJG/1325

I feel that if more emphasis was placed on the officer's desires, more officers would be staying with the service (this also includes benefits and pay). I feel I was lucky in that my desires were what the Navy needed. Thank you.

0005

Despite phone calls to the detailer prior to deployment, no orders were offered until after the ship was on patrol. At that time, firm orders were sent with no possibility of a telephone reclama. Subsequent events proved this action to be precipitous and unnecessary on the part of the detailer.

0006

Detailer was courteous and understanding in considering all needs. He presented all options and was very helpful. Keep up the good work.

0007/LTJG/1120

Due to personal desires, the Navy proposed a few billets available that I was eligible to transfer coasts.

0008

First desire was not available due to timing/availability of billet in area desired. Second desire was obtained.

0010/LCDR/1310

I am satisfied because I'm a company man and I convinced myself into doing what the Navy needs. The current situation on ships requires that I do my part in helping man the ships. The good deals I have been offered, such as 4 months A-7 training and an 18-month tour length help make my ship tour better than most. I feel I can use the training on the ship but the outlook of back to back sea tours to be in a squadron when I'm up for command screen is not real exciting. Then, if I should be fortunate enough to screen for command, I'll be right back on sea duty again with a limited shore billet in between. Fortunately, I'm a bachelor right now! That's a lot of sea duty.

0012/LCDR/1320

Navy detailing, in my opinion, is almost totally politically motivated. Those officers who "Boot Polish" best get the best billets, not necessarily the most competent officers!! Detailers and placement officers take care of their buddies first.

0013/LCDR/1120

Desired to transfer from old job to new job 6 months earlier.

0014/LT/1395

Selection is too dependent on "timing". There does not seem to be a real clear look into the short term needs of various units. The reaction time from a need in the fleet to that billet being available is inadequate. A person who calls for detailing could miss a choice spot by calling one day late or early, etc. This is based on a visit to Bopers and having the system explained to me. The "Triad of Detailing" is superseded by what is available at that particular time.

0016/CDR/1120

Outstanding cooperation and advice from submarine Non Nuke detailer.

0017/1120

Be up front. Say what the parameters are which dictated assignment. Still highly pleased with assignment - can't not want command! No discussion of choices (SSN/SSEB or home port) was really involved. Ended up with neither homeport or type.

0018/LT/1320

Everything seemed to fall into place very well for both the Navy and myself. Even though the billet was low on my dreamsheet, circumstances worked out to my great satisfaction.

0026/LCDR/1315

Lt. --- was my detailer and worked hard to give me the details on the billets I was considering and continually kept me informed of any developments with my orders. He was just super helpfully and very conscientious.

0027/LT/1120

In my choice, I made contact with detailer. I made the choice and pushed for the decision to send me to my current billet. Therefore, I have no one to blame or praise but myself!

0028

Billet assigned was third choice. Run-around and falsehoods were given constantly as to why I was not given my first or second choice. And, I was threatened with very poor billets in an effort to get me to accept one I did not want.

Fortunately, my next billet appears to be excellent.

0032/LT/1320

(1) Detailer gave option: What I wanted to do (ie fly squadron) or go to ship at this pt of seniority (brand new LCDR Shortly) Squadron tour=career suicide. Detailer worked very hard, I feel, to help me out.

(2) If (needs of the Navy) given higher, then we get the problem of solving today and crisis mgmt. for future!

0033/LCDR/1310

Obviously, much help must come from the detailers/placement folks, however, I felt that I had to do much of the legwork myself. I "discovered" the job, I pressed for more knowledge through the detailer. I initiated all the phone calls with the detailer. They were friendly and ultimately helpful, but it just didn't seem like much real work was being done on their end. With all the people turning down orders to San Diego (too expensive), I don't understand why it is so hard to find a job for someone who wants to be here.

0034/LT/1310

As indicated, I was very satisfied with this set of orders. However, I went to the detailer with a clear idea of the current "needs of the Navy", a realistic understanding of my career needs and tempered personal desires based on the first two factors.

0035/LCDR/1320

Compared to two years ago, I found the detailers extremely easy to work with and particularly willing to try and fulfill my personal preferences.

0036/LT/1120

First, let me say, this question/feedback sheet seems aimed at those far senior to me, (I am a LT/USN, this is my second assignment). The reason I am so positive towards my detailers (SWS) has been in both my assignments they have given me exactly what I had asked for - one even as far as to get me to my present billet in spite of my CO, (who wanted me at sea with my relief for five months vice the planned two months) I have been fortunate in this respect and I'm afraid I can't add anything to the "horror" stories told about detailers.

0037

A7 ATKRON only choice.

0039

Not enough personnel to talk to you at any great length. Although an on-site visit was conducted, 15 minutes to talk about an assignment is hardly enough for the next three years of my and my family's life!

0040/Ensign/1310

Newly designated helo pilots have little choice in billet selection, other than ranking and weekly choices given by the detailers. One week, the available slots cover a wide spectrum, while the very next week allows for no choice at all.

0041/LTJG/1310

I was "selected" for a Must Fill Billet even though a billet of my choice was available. One week later, someone requested the billet "assigned" me.

0043/LTJG/1315

I was severely disappointed and angry when I was assigned to the West Coast after I had specifically stated that being stationed on the east coast had priority. After talking to my detailer I found out that I was number one for my selection week. Even though the type aircraft and coast that I wanted was available, I was assigned to A-7 West just because some O-4 in Bopers wanted to balance the numbers between east and west coast. Throughout training I had been told to do my best so that I could get the seat I wanted. This, I feel, was an outright lie.

Before I received my orders I was looking forward to a career in the Navy. Now I have no desire to stay in past my initial obligation. One bad deal is enough. The more I see of the Navy, the less I like it.

0047/LCDR/1310

I hate to complain since I'm sure that the detailer did what he considered to be the best for my career. Unfortunately, I'm not particularly interested in a standard career, so I may have been better off if the detailer had not been worried about my best interests.

0049/CDR/1120

Marginal Command opportunity for Strategic Warfare Specialist limits enthusiasm toward billet selection. There is a variety of second choice options which are no better or no worse than any other.

0050/LT/1310

It took some time and personal attention but I ultimately ended up with the "Ideal" set of orders, as far as I'm concerned. The detailer was honest and helpful.

0051/Ensign/1325

I am very satisfied with my next assignment. As a Jr. officer, I have been given a good job within the squadron and I got my choice as to squadron and coast.

0053/Ensign/1375

Right aircraft, right mission, wrong coast.

0054/CDR/1120

Detailer in Sub. Comm. will not discuss specific ship names. Detailer did not feel obligated to notify me when final decision made. Detailer changed orders without courtesy of a telcon. I found out by word of mouth. This incident was unsat and detailer did not feel obligated to discuss it with me and to date, he does not believe he did anything wrong. Detailer's credibility very low. Orders issued under wrong rank 3 months after rank change.

0055/LT/1320

It is my desire to go to an in state VP Squadron. Instead, I'm being sent PCS to a carrier (ship's company) 6000 N.M. away vice 10 N.M.! I was told that the Navy needed a "body" to fill a slot, and that's what they are going to get. I'm resigning my commission a year from check aboard date. So much for 13 years in service.

0056/LT/1120

Detailer did not try at all to consider my feelings. I feel I had to do the job of a detailer, by making calls to find a job for myself because detailer definitely did not. I feel now that Navy will probably lose me in one year's time (June 81) because of the mistake of one man, the detailer. All experiences in Navy with exception of this one have been very positive. Can't believe detailer is correct, when he says Navy can't move me, a single guy living in BOQ, from New London to Washington, D.C. or Norfolk.

0058/LCDR/1310

Preference to second tour VP aviators coming off ships was initiated mid-tour for many of us and may have changed our choice of duty last tour if we knew which billets were assured of a choice. I am a top LCDR pilot with a successful RAG tour as NATOPS officer behind me and was offered my 4th choice for VP location for dept. head tour. Performance meant nothing when considering my desires!!

0059/LCDR/1310

Personal desires should be based on career needs.

0060/LCDR/1320

Had strong desire to attend junior service college. Detailer agreed this would fit perfectly with career pattern. Needs of the Navy dictated otherwise!!

0061/Ensign/1325

I asked to go to VQ2 to fly EA3B's. I am going to VQ2 to fly EA3B's.

0062/Ensign/1325

While pleased with my assignments, it still bothers me a little that my first choice was not available to my class; and, eventually, the billet will probably go to someone who didn't really want it.

0063/LT/1320

I had not any say so in my assignment, but was told that I would go. The only thing that was anywhere near my choice was the fleet.

0064/LT/1320

Did not enjoy dealing with detailer. Felt like my career was out of my hands. Statements made by previous detailers were not honored. Do not look forward to having to deal with same problems every 2 1/2 - 3 years.

0065

I had no input and no discussion with detailer concerning assignment to the training command. Orders were totally "Needs of the Navy".

0068/LT/1310

Needed sea-to-sea rotation to break out of VC Community as a JO. FITREP criteria excessively high to break out and apparently not well known by the CO/XO! Don't think training command is in my best interest except for acquiring 2000 A-4 hours.

0069/LT/1320

Although billet for next assignment is probably beneficial to a career, the detailer took the needs of the service only in making his decision in my next assignment. I had asked for duty in the D.C. area as my brother is also assigned duty in D.C. and was told in January, I could expect D.C. but was informed of orders to MacDill AFB after the decision was made to send me there. As a result, I will "wait and see" as to remaining in the Naval service.

0071/LCDR/1120

My placement officer is a fellow NESEP and a subschool/NAV school classmate, therefore, I feel I was better treated than in the past (but not justifying despotism). Previous placement officers for SWS junior officers were not SWS, they were diesel or ex nuclear trained. Furthermore, the SWS community was supported by NESEP's, whom appeared to be treated by placement officers as sunk assets that need not be considered to be retention problems. This is no longer true since the NESEP program was eliminated and regular officer inputs are being utilized.

0072/LT/1310

I was presented with 3 interesting assignment opportunities. But they were not from one source and represented opportunities that had no real cohesion. The impression that I have is that there are so many conflicting areas of interest to satisfy from BUPERS (NAVMIL PERSCOM) that no one has a handle on the total picture.

What is wrong with proceeding where ordered because we should vice because we personally desire this or that duty station? All you need to do is promote the competent (me?) and just.....issue the Goddamn orders!

0073/Ensign/1310

Due to my special size considerations I was billeted an A/C which I could fly. That did not bother me, however, I was not exactly pleased with my duty station which I never even listed on my "Dream" sheet, though I found out from my detailer all the other bases for that A/C did have billets open. Again Needs of the Navy.

0074/LCDR/

Comment: Questions 2 and 6 are overly complicated and instructions difficult to understand! Hope my responses fill your needs!

0080/CDR/1310

The only billet that I really desired was as executive officer of an NROTC unit and that is what I received.

0082/LT/1310

The Placement Officer seemed to be the pivotal individual vice the detailer.

0083/Ensign/1310

With a fiancee a year away from graduation at USNA, I feel my request for tactical jets (A-7, A-6, F-4, F-14) was not out of line, especially since she is planning on attending flight school, also on the East Coast. Instead, I received orders to Whidbey Island, or just about as far away as you can get. Rest assured, my request was in detail on my "Dream Sheet".

It's bad enough that Congress insults us enough with our pay alone - I don't know many civilians that would come aboard a carrier at night in a storm for three times what I'm paid. I'm afraid my career-oriented attitude has drastically changed for the worst, and I'm not alone. The selection process in the Aviation Community alone needs to be studied and changed soon - or the retention rate will get much worse before it gets any better.

0087/LTJG/1310

Detailers worked very close with me. Attained my first choice for all three reasons. SUPER!

0089/CDR/1120

"Could have been assigned" is a difficult phrase to understand. There are many jobs for which people do not meet the technical or other criteria. One never knows what he is eligible to be assigned to until jobs are offered. If only one job is offered/orders given to - it is difficult to rationally say what "could I have been assigned".

0091

Transfer for convenience of Sr. Officer's FITREP writing.

0092

My detailing has been 90%+, "Needs of the Navy" for 16 years now. My last set of orders was developed with the added follow-up that, if I made waves, a 4-year unaccompanied tour on Diego Gracia could possibly be made available for me. Within the limit posed by "needs of the Navy" (that my next tour would be my 6th sea tour), the detailing was OK.

0093/LT/1320

Strong dissatisfaction with delays in actual order writing
Detailer submitted assignment on 7 March for July detachment

Orders were not received by officer until 7 May

Very frustrating to know the assignment and not be able to start processing move, POV shipment, etc. (especially true for overseas assignment where dependent entry approval required).

0102/LCDR/1320

I felt that my detailer took both my desires and needs of the Navy into consideration when he assigned me.

0104/LCDR/1310

I received orders to a Staff Billet which was considered career enhancing until the "Pilot Crunch". Because of the shortage of pilots, I was told that I "had to" continue flying, regardless of my career plans (I have 9 consecutive years flying). Only personal intervention by the Commander-in-Chief, Atlantic fleet, got me my desired billett.

0107/LCDR/1310

I had to resign my commission in order to disenroll from the War College. The detailer and placement officer knew I didn't want to leave my family back in Nov. 1979 when they detailed me to NWC! Finally, once there, I resigned to get out of NWC, and back to the fleet where I wanted to be. I feel strongly that in the case of post grad education, a candidate should desire the training or not be sent. Wholly unsat detailing, before, but this time, I was able to coerce them by resigning.

0109/LT/1310

I have always gone where I wanted and am happy with system at this time.

0113/LCDR/1300

See the attached correspondence which has not been sanitized to protect the "innocent"! (Note: Attached correspondence consisted of 10 pages of letters and messages concerning subject members unsuccessful attempt for assignment as Naval Postgraduate School Operations Analysis (OA) Curricular Officer vice assignment to sea duty).

0114/LCDR/1310

My detailer conducted his own "Screening Board" and decided I was not eligible for certain billets due to his perception of my performance. He was wrong and compounded his error when he told me what he had in fact done. He was not a detailer from my community! The junior officer detailer's billet had been gapped and another detailer was holding two jobs. I lost all respect for the BUPERS assignment process.

0115/LT/1310

This is not applicable in my case; however, I do feel that if a pilot wishes to transfer to a billet which is totally un-career enhancing, he should so be advised but still be allowed to transfer if he desires. This may keep a pilot in the Navy.

0116/LCDR/1110

The detailers visited the Naval War College and presented the assignment picture to all Navy students which gave a sense of individual treatment. They then met with us individually and discussed our particular needs. In my case I needed an XO Tour and wanted a DD/FF out of SDIEGO or Long Beach. My first orders were to a Fram I (NRF) in New Orleans. I had pointed out that West Coast was important to me as I am divorced and my kids are in LA. The orders were finally changed to an AMPHIB in San Diego. It seemed that the initial "personal touch" was all show and soon forgotten.

0118/LCDR/1120

My assignment to my present Billet was made as a result of a medical problem that I have. As a result I am more or less in a "hold" billet until my medical case is brought to conclusion.

0122/LT/1320

The detailers gave me what I asked for, though I feel they told me certain billets were not available when they really were.

0123/LCDR/1110

Happily, my "Career Needs", "Personal Desires", and "Needs of the Navy" coincided.

0124/LCDR/1310

Good personal contact by detailer, choice in my case was simplified, in that I was up for Dept. Hd. tour in VP Warfare Specialty. Requested West Coast, Moffett Field and got choice.

0125/LT/1315

Would prefer jet VT.

0126/LCDR/1110

I was programmed, advised and told if I didn't desire the billet to tell them what I wanted. I did - a 2nd string job in San Diego - answer was "No way!" Told me needs of service were in Philippine Island CNSG WESTPAC as OPS, three year tour. I wrote letter saying O.K. Was detailed as Material for 2 yearsA Bummer.

0128/LCDR/1310

Not consulted whatsoever prior to receiving orders (rolling from shore duty to sea duty). Detaching/reporting dates changed twice. Authorized 30 days of leave en route; originally given only seven, was able to bargain for 13. This required an ordmod. Did not receive the ordmod for five weeks. Had to call detailer requesting it and hope it arrives the day I report to my intermediate duty station.

Not really dissatisfied with orders; however, at a time when contemporaries who have letters of resignation in or who have already separated seem to be getting super-attention. Those of us who have indicated career intentions and strived hard to be good officers are being treated as second class citizens.

0130/LCDR/1310

My detailer nominated me for my present billet 8 mos. prior to my PRD without my knowledge or request. I was very satisfied with his choice as it affords the opportunity to meet my 18 year ACIP gate, work in my proven subspecialty, WSAM, and my new duty station was not a great distance from my former station, family, or friends. (6 hr. drive).

P.S. This questionnaire is poorly designed.

0132/LT/1320

I have been a 1% performer since I came into the Navy and I will continue to be. I rated this billet and fought for it and I got it. I don't like the process that we have now and when the detailer gives the "Needs of the Navy", I feel that is a bunch of bull. If you are a performer, you can go where you fight for.

0134/LCDR/1320

Seven "must fill" billets and seven officers to fill them with, channels the detailing process. In my case, the needs of the Navy overshadowed my personal desires although the assignment is very good for my professional developments.

0136/LCDR/1320

Note: I am satisfied, but I feel this is a direct result of a strong effort on my own behalf and the knowledge of how to go about achieving my particular goal (which, by the way, also meets Needs of the Navy). I do however see many peers who because of a lack of knowledge, adequate planning or whatever, fail to optimize their career development. Personally, I feel if proper career attitudes and patterns are developed, needs of the Navy will be achieved. It's that simple, but you've got to do it right.

0137/LCDR/1310

1. New duty station was never on any of my preference cards.
2. I regard my new duty station as very poor utilization for payback tour.
3. Based on PCS money, I should have gone to Hawaii or West Coast (Not East Coast).
4. Due to "so-called" shortage of 1310's, I should have gone to a flying billet.
5. My new billet was the "only" job available for me! (B.S.) No other choice or discussion was given.

0138/LTJG/1120

I was a volunteer for a NUCON billet, my C.O. refused to allow me to be assigned. The detailer assigned me anyway due to needs of Navy - I signed up for an additional 4 years because I got the orders I felt were very important to my career. Too much control by my C.O. made it seem he was concerned only for himself and had little concern for my own wishes and those of my family.

0139/LCDR/1110

The detailer knew full well that my personal desires were to be assigned duty (Sea or Shore) in SDIEGO to make up for nearly 18 months of family separation (Deployment and ROH out of homeport). Certainly, there are numerous assignment possibilities for a Sea/Shore post tour in San Diego. I responded to a call from the detailer via my C.O. asking my preference as to accepting a FLAGSEC job in San Diego in the affirmative. This job in a combatant group staff is in my opinion the best possible post XO tour I could have for all reasons. Within 2 weeks of responding affirmative to the question of my desires regards a FLAGSEC job in San Diego, I received written notice from the incumbent PHIBGRUONE in Okinawa saying, Welcome aboard! Try as I might to change the detailer's intent, with the help of my CO, the orders to Okinawa were issued. I feel I was deceived deliberately and am most concerned not with the job (although a repeat tour in AMPHIBS at this point in my career is not healthy) but the manner in which the detailer handled the detailing process by not presenting the "Needs of the Navy" up front and straight forward.

0140/LT/1320

Priorities for next assignment were:

1. Pooled billet (0071P)
2. East Coast
3. Preferably in Florida
4. Definitely not in Washington, D.C.
Items 1, 2, 4 were satisfied.

0141/LCDR/1110

No substitute for personal contact with my detailer!

0144/CAPT/1110

1. Timeliness of notification was poor - orders 1-1/2 months prior to transfer from one overseas location to Canada.
2. Relief had to eat his PCS leave in order to relieve me in time to allow my PCS transfer. My current command graciously agreed to provide relief 30 days leave after arrival relief.
3. These are the only unsat factors dealing with assignment. All else was very satisfactory.

0145/LT/1110

Since receiving my commission 6 years ago, I have been "detailed" four times. In every instance, I have found the detailers to be straightforward and honest in their advice and willing to put forth the effort to meet a balance between the Navy's needs and mine.

Further, it is my opinion that they are getting better at what they do. In my experience, wardroom bitch-sessions are directed less and less at the detailer.

0147/LCDR/1110

I perceive that the organization at NMPC is currently in a poor state. I have always felt that the detailers are conscientious and function well within the constraints placed upon them. The current time required to get orders out (4-5 weeks) is absurd. I personally have no problem with the detailers. I have no orders yet, but was glad to fill out the survey.

0150/LCDR/1110

The feedback from the XO slating was poor or even non-existent. The ship type was not even listed on the preference card.

0152/LCDR/1110

My detailer recommended that I move up my PRD to attend service school now so that I would have sufficient time in an XO tour prior to the Commander Board. As it turns out, I have not been slated for an XO tour largely due to the opportunity, for my year group next Summer (8% vice 40% for the previous yr.) Therefore, I will probably have an additional 04 sea tour. I was never aware of the wide disparity in XO assignment based on seniority. If I had known of the opportunity percentages I would have remained at my current station for the additional six months in order to increase my opportunity for XO assignment. I feel that NMPC is remiss in not notifying the officer community of the importance of seniority in XO assignment.

0156/LT/1110

I was to have been detailed with my peers to the 2nd half of Dept. Head split tour. My identified relief, while mid-way through SWOS D.H. School, was diverted because of an unplanned resignation. This not only delayed my assignment but prevented me from competing for the jobs available to my peers, and left me open to assignment to next vacancy anywhere once a relief was identified for me. I felt I was competitive in job assignment without an opportunity to compete because of the luck of the draw on reassignment of my relief. The job I was assigned, however, is quite satisfactory to me.

0158/CDR/1110

The shortfall of PCS funding requires me to be stashed for three months on the set of orders that generated this questionnaire. Had I received my final PCS orders in FY80 instead of waiting until FY81, I would have met all of my desires concerning this duty rotation. Minor inconveniences to my dependents will be experienced by delaying the move overseas until Oct. 80.

0160/LT/1110

My relief should have been ordered in sooner. My old billet will be "gapped"!

0161/LCDR/1110

Billet and location will be interesting but move means wife has to forego her career. Financially and for wife's emotional well being, it would have been better to stay in San Diego.

0163/CDR/1110

CDR _____ is the most candid, forthright detailer I have had in 20 years commissioned service.

0165/LCDR/1110

Under the circumstances of statutory retirement and my desire for area stability until my daughter graduates from high school, I am very pleased to continue in this assignment.

0167/LT/1110

This placement action is really the only sensible one for me to make - personally, careerwise, and needs of the Navy. My follow-on placement/assignment to sea duty might conceivably have a radically different outcome - ie, ship type, home-port, billet considerations. I am going to SWOS Dept. Hd. The sea/assignment is the crucial placement action for me.

0168/LCDR/1110

I was satisfied with assignment, but had a very difficult time getting written orders in proper time frame. There was much inconvenience involved with orders being received only a couple of weeks before my detachment date.

0169/LT/1110

This entire study is another attempt to quantify what is a qualitative problem. Efficient management of assets, rather than effective leadership of men is the core defect afflicting the Fleet today.

0171/LCDR/1110

Note: Not yet in receipt of orders; planning letter only. PRD was Jun 80. Planning letter now indicates transfer in Oct/Nov 80.

0172/CDR/1110

I'm in nuclear power so I don't really have a wide choice of billets, despite the fact that I'm a "Surface Warfare Officer". As a R-NUKE, I'm destined to stay in Engineering even if I'd rather be in Ops or Weps. The needs of the service, unfortunately.

0173/CDR/1110

I was slated to attend ICAF two years ago and was cancelled out on short notice due to "Needs of the Navy". I feel the Navy "owed" me these orders and has in fact lined up to that debt, by ordering me to ICAF at this time.

0175/CDR/1110

Believe the placement-assignment system properly balances the needs of the service and individual. The simple fact is - somebody must do the less desirable jobs and those folks are not going to be as pleased as those going to jobs perceived to be more desirable. Keep up the good work!

0176/LT/1110

I wish you would have asked these questions prior to my last two PCS orders.

0178/LT/1110

My detailer waited too long to help me out. I called him and he admitted that he forgot about me and my career situation. However, he did provide me with the required help I needed in order for me to get back on track with my career needs.

I'm a senior LT who qualified late (6 yrs for 1110 SWO). I had spent the first 4 years in Engineering on DD & Amphibs. I'm presently a manager within Recruiting. Had I known that the Recruiting tour would hold me back for LCDR selection (which I was told by my detailer it may) I would have went from Sea Tour to SWOS Dept head and back to the fleet.

0180/LT/1310

Past CO's involvement made the assignment unsatisfactory. Detailer tried but was influenced by CO's comments.

0181/LCDR/1110

Before I received my finalized orders, I was given initial indications that I would be sent to a shore staff job. I didn't feel that such a job would be in keeping with my career pattern. If I had not complained about it, though, through channels, I doubt that my current orders would have come to pass. Despite my outstanding performance record, qualifications, and expressed desires in my preference card, the detailer did not do his job very well in initially considering my next assignment.

0182/LCDR/1100

Although I like my new job, my detailer assured me I would be going to Wash, D.C.. I learned of this billet in Fort Ritchie, MD, by receiving a Welcome Aboard package less than a week after the detailer told me I was going to Washington!

0184/LCDR/1110

I am happy that I was chosen for an XO afloat billet because I realize they are in great demand. I am not happy that I received San Diego vice Norfolk and amphibs vice combatants.

0185/LCDR/1110

The XO Selection Process was not explained to me by my detailer. My current orders to Jr. Service College were to be a "filler" while I gained a year of seniority awaiting XO assignment after receiving my orders. I heard from a peer that XO assignments for the following 18 months had been completed, and I was not one of those assigned. (I had already screened.) No phone call from my detailer - I had to call him to confirm the rumor. If I had known in advance of receipt of orders that my following tour was not to be XO, I would not have requested Jr. Service College orders. The lack of personal attention on the part of detailers is my biggest complaint. I would recommend tripling the number of detailers so that adequate personal attention is available.

0187/LT/1110

I believe that too much emphasis is usually placed on what the detailers believe best for one's career. They seem incapable of understanding/believing that some of us do not aspire to CO or XO billets. The reason I was "very satisfied" was that my desires just happened to coincide with my detailer's estimation of what is best for my career. That has not always been the case!

I find it very distressing that NMPC does not know where I am! I am not in the "PCO Dept" of SWOSCOLCOM as the envelope was addressed. Also, the return envelope mentioned in the cover letter was not enclosed!

0189/LCDR/1110

I have just completed 2 years extensive work as an ASW systems Analyst for combatant NTDS programs. I have been recommended for a proven subspecialty in this area. My career, my personal desires, and the long term needs of the Navy would have been best served by a tour on an NTDS combatant as XO or Combat Systems Officer. Letters and phone calls to my detailer by me and my XO confirmed this well in advance of my Aug 80 PRD. Instead, I receive phone call orders with seven days notice to detach in May 80 to go to a PHIBRON Staff as OPS Officer. My skills as a Naval officer are being wasted, my personal desires and needs ignored, and my career plans channeled into a branch of Navy service I don't want - wasting my previous training and goals. Senior officers have recommended I get out.

0190/LT/1110

I have been selected for lateral transfer to R.L. I am quite happy as this is the direction I wanted to go and feel in this case "I got what I wanted". I honestly feel I have a brighter future in the RL (vice URL) which will satisfy me and be in the best interests of the USN.

0191/LT/1325

Detailers don't take into account your previous duty (OFRP) and the associated demands/strains on an individual and family vs his peers in conus "fleet" squadrons.

My detailing was based on power politics by former CO's, not an agreement reached by myself and the detailer.

Even though this is the 20th century, one can't just pick up the phone and call his detailer when he is 6000 nm away in the OFRP on a ship, at sea or in port (90 days last year). That should say something about the type of duty he has been pulling over there. Look at the number of bachelors who leave the service after the OFRP including "career"NFWS Grads.

0193/LTJG/1120

Due to the fact that I was led to believe I could make a lateral transfer to JAG Corps, considerable time and money was expended. At the last minute, I was told my detailer decided I should not be considered for selection even though I expressed interest to leave the service if not allowed to transfer.

0194/LT/1310

As a naval aviator who is undecided as of yet, with regard to career intention, I looked for a billet that would fill my personal objectives and yet not "Burn any career bridges". I have asked for and received a job on campus as a flying recruiter near my home state. The university offers a Masters Program in my field and there is an A-70 ANG Base close by where I have been invited to attend professional lectures.

Who says you can't "have your cake and eat it too?" I am extremely satisfied with my next assignment.

0199/LT/1310

Very satisfied with next billet, however, the process was somewhat less than satisfactory due to the number of changes in possible billet assignments by detailer.

0200/CDR/1120

I had no choice, I "had to go to D.C." No other reason was given. When one reaches the O5 level, family needs become important, particularly when moves have been made for years without complaint. When the family (and members) desires are turned aside with indifference if not disdain, the situation is intolerable. Had I been eligible to retire when these orders were issued, I would have done so.

If I had treated an enlisted man the way I was treated, I would have been hauled onto the carpet.

0202/LCDR/1320

My "career goals" and the "Needs of the Navy" were fulfilled 100% by my new assignment. A rating "satisfied" is due to being ordered to the opposite coast from that requested although the same unit type requested my assignment for the identical job assignment. I am particularly pleased with the consideration given my "career needs".

0203/LCDR/1310

I am confident that there are some very good officers doing an excellent job "juggling the triad". My hat is off to them as it has to be least preferred of all tasks...personnel detailer.

I regret the tardiness of this reply - New Zealand is a long way from everywhere.

0204/LT/1120

Detailers indicated early what would be available and this changed during the time I discussed my new assignment.

0207/LT/1310

Called D.C. twice to get orders. Received orders two weeks before detaching date.

0210/CDR/1120

Present orders were changed because a candidate in line for the CO Billet dropped out of the pipeline. Already having orders to an identical East Coast ship, I was first considered for the newly available West Coast command based on my preference card.

0212/CDR/1110

I was very satisfied - I asked for a shopping list for billets and received one.

0213/CDR/1110

In regard to my answers for questions 8-12, I must add that only my repeated efforts over the stodgy, bureaucratic methodology practiced by NMPC were the reasons for my "very satisfied" situation. If I had not played a major role in my own detailing, I would not be satisfied.

0214/LCDR/1110

My present assignment has put a severe financial strain on me. With only 2 years left for mandatory retirement (passed over for CDR), an extended tour would have been better. I identified two other billets at my old command, that I was qualified for, and were vacant.

0215

I marked 2 above, only because I'm pleased to be going to "a" command. Sending me to an AE is a waste of my talent in ASW, passive surface ASW in particular. Having spent three years involved in testing all the positive Somar Systems aboard the FF-1052 Class ships, it would have seemed logical that this expertise would have been exploited by the Navy. It wasn't. For the first time on my preference card, I gave personal reasons why I wanted to go to a particular homeport, however, this request was also disregarded. I understand fully the "triad of detailing" but am convinced that only one leg—"Needs of Service" were employed in my instance. I don't consider myself the average officer. I really feel for those fellow officers who face detailing without all their tickets punched. I think the job can be done better. If it was done better, I also think it would improve officer retention.

0222/LCDR/1110

The way the Navy treats its most valuable asset is deplorable. NMPC is in the body business, filling slots and punching tickets. Many 03/04 officers are leaving the Navy because they are fed-up with the system that supports the premise that NMPC knows best what's good for an individual--it's simply not true.

0223/LCDR/1110

I was informed of my next assignment in January, 1980. A medical situation required my family to move to the next duty station 1 May. The detailer was aware of this as far back as January. Despite this and numerous phone calls, my written orders were not received until April - precious little time to arrange a move. That is not right and leaves me more than just a little unhappy.

0225/LCDR/1110

My current assignment is to a course of instruction which is absolutely required. This questionnaire would be more appropriately sent to the Department Head Course (SWO) attendees after their detailing from that course of instruction. You would definitely see a change. These answers are honest but can give a false impression to the real questions.

0226/LCDR/1110

I was told by my detailer that I would most likely be extended at sea for one (1) year since there was no relief available. I received the billet of my choice only after I submitted my retirement papers. I feel detailers are not responsive to a person who is in a position to retire, regardless of past performance.

0230/LCDR/1110

Received orders 20 working days prior to required date of execution.

0232/LT/1320

In spite of telephone conversations with detailers (3 different ones), updated preference cards, and a stated preference via letter to the "guaranteed" preferential assignment following ships company tour - I got exactly what I didn't want - a second tour in the training command. Among other tall tales I was told was that no one would be assigned a second tour in the training CMD. So much for detailer veracity.

0233/LT/1310

I received much help from my CO smoothing out any rough spots in my record; the total of that help was instrumental in getting the billet of my choice.

0236/LT/1310

Being detailed to an operational squadron from training status is pretty straightforward and therefore the extent to which I needed to be personally involved in the decision making process was minimal. The low ranking in questions 8 and 11 do not therefore result in dissatisfaction with the placement process.

0237/05/1310

My initial assignment (letter of intent, not orders) was to a P coded 04 billet that would have terminated any future command opportunity. Only the involvement of the going command Placement officer who located a replacement for my first billet "saved me". My ultimate assignment was my initial preference card second choice and meets all my desires and career needs. However, I feel the "detailing system" was ready to "dump me" for the sake of a payback for graduate training received 14 years ago. Policy in 1966 was aviators to cockpit - not payback for obvious reasons.

0238/LT/1310

Assignment was to the #1 choice on my preference card!

0239/LT/1310

I received orders to my #1 choice, Navy Fighter Weapons School. I am extremely satisfied, for I feel that my personal desires, career needs, and needs of the Navy are being optimally served by this assignment.

0240/CDR/1110

I believe the Navy would have been best served by assigning me to a NATO Billet in Western Europe due to my extensive experience and background in that area and the fact that many do not want to go overseas.

I am happy with my second choice, however.

0241/LCDR/1110

This questionnaire was poorly constructed and doesn't appear worth the time it took to fill out! Let's do better and construct a meaningful questionnaire.

0243/ENS/1315

I am satisfied with the billet to which I am assigned at this time; however, I know for a fact that the needs of the Navy come above all. I just happened to be in the right place at the right time.

If we were to back the clock up about seven months ago when I was coming up for selection to Pipeline (Jets, Props, Helo), then I would be dissatisfied because I wanted to go Jets. I missed the cut-off grade by .004 of a point and the following week, my grade point was .240 ABOVE the cut-off point for JETS. I realize this has nothing to do with the detailers directly; however, I feel that I would have made a better Jet Pilot than some of the people selected.

However, I joined the Navy with highly patriotic motives and the philosophy, "that I would do my best and be happy with whatever I could fly."

0244/LCDR/1110

The billet I received is in line with some of my desires and fits basically into my career pattern. However, it is not the type billet I requested and no concrete answer was given as to why I did not get assigned to that type billet.

Additionally, with the fluxuation of what career needs are in BUPERS itself, it seems pointless and less than honest to present a billet to anyone on that basis. The practice among most people of my rank is to ask for what you want, often regardless of what the present career line happens to be.

0245/CAPT/1110

Detailer did not return a single phone call. Kept me in the dark on the whole process. In my opinion, there is no excuse for failing to have a dialogue with the officer being assigned. (O-6 level). I was generally pleased with my assignment, but had I been on the fence about retirement, such impersonal and shoddy treatment could have been decisive in ending a career. It gives the impression of unprofessionalism.

0246/LCDR/1110

I wanted to split at 18 mos. from current job and go to OPNAV. My current assignment was second choice. It makes me senior enough for the next tour after that while also giving me 3 yrs. ashore.

0252/LT/1110

My next billet is SWO Dept. Head School. I've known for several years that I would be receiving this billet at this time. It is essentially the only billet available to me from the standpoint of personal desire, career planning, and the needs of the Navy. As such, my attitude toward the placement/assignment process that resulted in this assignment is of little consequence.

0253/LT/1110

I still don't have my orders!! Transfer in Aug. with reporting date NLT 2 Sep.

0257/LCDR/1110

Satisfied only because I got the orders I wanted. However, as Q11 indicates, I had to obtain flag officer assistance to prod detailer off top-dead-center and show some active interest in my desires and career needs.

Q.6 is awkwardly structured. I obtained most of the milestones prior to "immediately prior to your assignment." This indicates, of course, that, except for personal professional development, my last tour was "Dead Time".

0259/LCDR/1110

(1) My preference card and phone conversations with my detailer had absolutely no bearing on my final assignment.

(2) To make matters worse, my reporting date was abruptly changed without consultation or notification (finally learned of ORD MOD 3 weeks after the fact) causing extreme disruption of personal plans and added expense), anguish in transfer of family.

(3) The Navy cannot afford to treat people like cattle. If I could have resigned without a six-month delay—I would have resigned!

0263/LCDR/1110

(1) Priorities on what is a career enhancing billet change with astounding rapidity (some even before a tour is complete) and even though detailed to a "career enhancing" billet, such a billet can later be considered as detrimental even though the individual assigned experienced a highly satisfactory achievement level.

Examples:

VIET NAM COMBAT TOUR
INSTRUCTOR DUTY SWOS

(2) Detailers pressed to fill a billet, appear to send potentially "front-running" personnel to a job which will be detrimental to an overall career.

(3) Detailers lie through their teeth as to what is a "career enhancing" billet and that "only front runners get assigned to these jobs". Example: PFP

0264/CDR/1110

For most part I felt like a number being used to fill a slot. Factual information I could make decision for myself and my family for most part was lacking.

Timeliness of written orders completely unsat.

0265/LT/1110

Dept Head School is the only choice for continuing my career, so questions #8 and #10 are academic.

0267/LCDR/1110

I am qualified for LCDR XO, but have not been so assigned. I am only dissatisfied in that I am not being sent to an XO tour.

0269/CDR/1110

I submitted my preference card in November. By February, I had heard nothing, so I called my detailer, who at that point had nothing for me. Thereafter, I called him every 10 days or 2 weeks at his suggestion, well into the month of May with little satisfaction. I ended up with my third choice, I firmly believe, because all the good positions in my first two choices were filled by the time my detailer had time to look at my detailing.* I received my orders in the end of May, with a July detachment date - unsat. for many reasons well known. My faith in the detailing process has been shaken considerably by what I perceive to be highly impersonal, untimely, inefficient and insensitive detailing.

*This allegation was confirmed by an Admiral who controls the billets in my first choice.

0271/CDR/1110

Passed-over CDR's in overseas shore billets are non-entities to detailers. Lots of talent and dedication is lost to the Navy when the detailer makes this unfortunate fact evident to the officer concerned. Your "PEOPLE" policy needs much polishing.

0274/LT/1110

This really depends on your individual detailer, your relationship with him and a certain amount of luck concerning jobs available when you reach rotation.

0275/LCDR/1110

1. Told no split tour if 2 yr Dept head tour.
2. Policy changed, never notified. When detailer faced with change, got "Oh, yeah, by the way".
3. Told PRD adjusted since everyone now split tours. PRD not adjusted & 2 yr tour kept.
4. 9 yrs. continuous sea duty and now - 2 more years.

0276/CAPT/1110

7: None of the three choices are in any sense mutually exclusive. Thus, the question itself is the only valid in those few cases where there is a specific clearcut conflict between the three criteria. In the vast majority of cases, a detailer can satisfy all three criteria at the same time as he did in my case. In those cases where specific conflicts do exist between two or more criteria, then percentages of emphasis are meaningless. Each detail is unique, or should be.

Further, "Needs of the Service" is a complex criterion again driving towards unique rather than statistical judgements. A critical billet must be filled so "Needs of the Service" gets 100% emphasis. But is the service's need for a specific individual as opposed to other available officers? some of whom may be as well qualified but better motivated?

0276 (Cont'd)

All in all, I think the questionnaire a poor one, and hope the Bureau doesn't put much stock in the results.

Attached questionnaire is the worst I have ever filled out in terms of clarity of instructions. I have doubts that much of my answer will add to the validity of the data you hope to compile.

0277/CDR/1100

Except at nine weeks before PCS from Hawaii to Europe, I still have no orders in hand - I understand the \$ problems these last 2 quarters, but, it makes any true necessary planning difficult, to say the least - such as ensuring a car is there on our arrival, and, renting current house, etc. We'll manage, I guess---

Orders rec'd Sat 20 Aug 80 HHG move 22-24 Sep! Short notice!

0279/LCDR/1110

(1) On preference card, priorities were ordered as (1) Home port, (2) type duty, (3) ship/squadron/staff and (4) type billet. I was asking for San Diego as Ops on a CG and I got Ops on a CG out of Yokosuka, Japan. However, I had also asked specifically about getting out of Hawaii and not going any farther overseas. Therefore, I'm in the middle on question 12 because I got 2 of 3 first choices (although not the one that I wanted most) and it promises to be a challenging and rewarding billet. However, it's also overseas, with 68-75% u/w time and that part isn't too attractive.

0280/LT/1110

I was originally detailed to a dead-end billet with little consideration given to my needs/preferences. The detailer and his immediate superior came on strong with a "Needs of the Navy" line which turned out to be completely false. Through my own personal efforts, I supplied them with a list of available billets. I was detailed to 1 of them a mere 4 months after my PRD.

0281/LCDR/1110

Withdrew retirement request for this assignment.

0282/CAPT/1110

The cost of housing, length of time now needed to sell a home, etc. make long lead times on orders necessary. Orders dated 6/24/80 for RELDET July-Aug put a real strain on the process.

0287/LCDR/1110

Personal family problems best solved by my presence in San Diego were expressed numerous times by official correspondence and personal correspondence. Local billets were available and command requests for my services were made. Rather than remain in San Diego, I was assigned duty in Korea.

0290/LT/1110

The whole criteria of non-acceptance to Dept Head school is simply a cover-up and excuse to send someone back to sea again when he is entitled to shore duty. After attaining the goals stipulated in the Career Planning Guidebook eg. 1110 designation, good fitness reports etc., I expected to rotate to shore duty; however, I was rewarded with another sea tour. To top that off, I was assigned to a ship which is permanently assigned to the Middle East (COMMIDEAST FOR FLAG SHIP) after I just came back from a 7-month deployment on my last ship. My wife and children love it and I have no love for the Bureau.

0292/CDR/1110

I feel the assignment to my next duty station is the best that the detailer could do given the restraints I placed on them.

It will give me an opportunity to set a course for my future out of the service. Plus the billet itself will give me an edge in the employment market.

A consideration for staying in the service past my eligibility date would be selection to O-6; however, I feel the promotion process is too slow in the Navy. I spent almost 9 years as a O-4 which in the long run makes the wait to O-6 that much longer.

I will be detailed from my present duty assignment in AUG and will not receive my PCS orders until the new fiscal year because of monetary constraints. Detailing has itself become crisis management.

0294/LCDR/1110

The reviewer should not be disillusioned with what appears to be "super detailing" in this case. I consider the positive resolution of this detail a direct result of my screening of the assignment's available, consultation with my peers and seniors, and my subsequent request of a realistic assignment which I knew to be available. Realistic set of requests by the officer leads to more successful details.

Individual is best judge of his personal and career needs. When viewed in a realistic manner, everyone comes out a winner.

0296/LT/1100

Personal conversation with detailer resulted in this assignment.

0302/LCDR/1100

The detailer took the path of least resistance. After offering one billet in a sub-specialty area, that I did not want, he finally offered an alternate choice that would satisfy my career goals. (This offer came after I volunteered to resign my commission, something I did not want to do/and/or desire). He made little effort to really discuss career patterns, job alternatives available to meet these goals.

As a woman line officer, just recently promoted to LCDR and screened for Executive Officer, I felt very slighted in the detailing process. Woman line officers seem to get little attention and/or priority in detailing. Many times a woman officer must go out and look for her own job and then tell the detailer what is available.

0304/LT/1110

Major consideration was shore duty in Little Creek, Va.

0305/LTJG/1100

I have a subspecialty code (0020 P), a Master's degree, speak 3 languages, and just completed a hardship tour in Saudi Arabia. All I asked my detailer for was a tour where I could use my P-code in a "civilized" part of the world. He talked about all sorts of ways he could use me as my qualifications are rare in LTJG. However, he assigned me as security officer at a technical office in DDC. I'm bored stiff!!

0310/LT/1110

Arrived at present billet and because in zone for LCDR this year found I was too senior for billet thus am being given more challenging position - however, wanted a job that would enable me to complete my MBA off-duty studies now find my top priority may be in jeopardy because of time intensive work required for what is generally considered non-career enhancing shore duty. Basically, detailer not familiar enough with billets.

General Comment: Navy in general, 1110's in specific are moved about geographically too much. Save \$ by putting officers where they want initially and keeping them there. Better for community, household economics, off-duty education, children, and improve quality of Navy Life as a whole. S/Diego, Pearl, NORVA are places where with no trouble an officer could remain for 10-15 years. (To start, the Navy could pay you a bonus for not moving).

0311/LT/1110

Given time and career pattern (SWO), there are really no assignment option open except for Dept Head course that would keep me competitive. Early selection of a subspecialty path has placed me slightly behind my peers. I would like to be in a better position to trade Subspecialty, and warfare specialty goals and remain competitive for promotion.

0312/CDR/1110

I wasn't initially, but am now. I also think I was lucky.

0315/LT/1110

I received a letter notifying me of my class convening date in January '80, but I did not receive my orders until 20 days prior to my detachment date. This is my third set of OCS orders since I was commissioned and this is the most time I have had between receipt of orders and detachment date. The short lead time results in too much rushing to complete last minute details, such as selling a house and setting up household shipments.

0319/LCDR/1100

I feel that my husband's assignment was so much in priority that a billet was "scrounged" up for me. I understand that I put qualifications on my assignment so that I could be stationed with my husband; however, I think that the detailers should have given me more alternatives even to the point of being stationed in Norfolk, rather than assuring my husband that I would be well taken care of. I do take part responsibility for this but feel the Navy should be more concerned about wasting talent.

0323/LCDR/1100

Although I am very satisfied with my new assignment, I was very dissatisfied with the process, ie, the detailer had minimal involvement with my reassignment. Had I not been "aggressive" in pursuing a new assignment, and enlisted the help of other sources, I would undoubtedly still be in my past billet - 2 years overtoured vice 1-1/2 yrs with little hope of furthering my career.

0326/LCDR/1110

Given that I was destined for a Shore P-coded Billet (which is exactly what I wanted) and that I was in Monterey i.e. West Coast, I strongly desired to go to San Diego where I determined there were at least 6 available P-coded Billets and follow on XO tours readily available. And where my wife was 1-1/2 years away from finishing her B.S. degree, I cannot accept that the "Needs of the Navy" required my assignment to Washington, D.C. at this time. I couldn't even get Sea Duty to go to San Diego!!

0327/CDR/1110

(Additional Comment) "Envelope provided" for return of survey form was not in fact provided; so survey form is being mailed back "in the blind" to BUPERS.

0328/LT/1110

I have always worked closely with detailers in assignments and kept DUPREF cards current. This has been a big help in the assignment process.

I also believe it doesn't matter what billet an officer gets as long as he performs in that billet.

0329/CDR/1110

I feel a job became available that the detailer had to have filled prior to his own relief. He chose me!

0330/LT/1310

Felt that I was not considered for several possible billets on an equal basis with my peers in attack/fighter squadrons. Felt that detailers were often close-minded to suggestions and not receptive to issuing other than standard "career-path" orders. Too locked-in to certain options. I also did not feel that I was made totally aware of the possible orders available at the time of detailing. Feel that detailers should function more on a basis of "Here is what I have available" - "What would you like?"

0332/LCDR/1110

Assignment to the new billet would not have been made if I had not called Washington from overseas during deployment. Assignment was predicated on pulling my jacket 9 months vice 6 before PRD. This was indicated in correspondence to BUPERS. Upon placing the call, I found my jacket had not been pulled and that my first choice of PG education had been filled. The Jacket was not pulled until the call was placed.

0350/CDR/1110

No gripes at all (POO New Constructions).

0351/LCDR/1110

Detailer was aware of pending deployment, yet issued orders with no accounting data for transportation (new billet involved no homeport change). I feel he should have been aware of deployed status via notation on card. Also, orders were extremely late being issued which leads me to feel "out of sight (deployed), out of mind" to detailer.

0355/LT/1110

I was assigned to a ship which was not even listed as being available when I expressed my initial preference, and which was not one of the choices, as to type, which I made.

0358/CDR/1120

For submarine CO's, one typically goes where BUPERS directs. There was, however, considerable attention given to my request to remain in the New London area. Overall, it was a good detail.

0360/CAPT/1110

While I am satisfied with my next assignment, I was offered more satisfying billets but these for one reason or another became unavailable. I was not advised of my next assignment until 35 days prior to my change of command and did not receive orders until 15 days prior to my change of command. The placement process leaves much to be desired!

0362/LTJG/1100

My first priority in reassignment was co-location with my spouse which was satisfactorily met. However, the billet will not fulfill the career requirements for either subspecialty or leadership development. The reason I am very dissatisfied with the placement process is that I learned that another 1100 LTJG was transferred under similar circumstances within a couple weeks of my own PCS. We both ended up in Pensacola with our spouses as requested but she got the job I had requested and was qualified for and I got the job she had requested and had the training for - thus, two unhappy officers and a gross misalignment of resources.

0363/LT/1100

For the first time in 9 years, the detailer gave me correct information and showed an interest in my particular situation. I was not someone that he didn't have to worry about just because I wasn't going to sea.

0366/CAPT/1110

- (1) I received word of my final assignment one week before I was to be relieved as commanding officer of a CG - my orders came by message 5 days prior to relief.
- (2) There seemed to be little correlation to the success of my tour as CO and my follow-on assignment.
- (3) Possibly, I don't appreciate yet the importance of my new job.

0334/CDR/1110

I worked closely with the CDR (Surface) detailer to select my next assignment. He was most cooperative and, in fact, changed the orders "late in the game" at my request.

0337/CDR/1110

I am going to an old DD 931 class as CO. I have never had the opportunity to go to Dept. Head School. (I was accepted, had orders in hand and they were cancelled and I was sent as a CHENG to another DD) I feel this decision by BUPERS 17 years ago has kept me from getting a "G" ship or a new FF. I feel I could learn and be an asset to the U.S. Navy in the future with "G" ship training. As of now I perceive that I am permanently marked as a "Straight Stick DD man" forever.

0340/CDR/1110

On completion of 20 years of service, 17 of which have been at sea, I was extremely pleased that the placement assignment would permit me very choice Shore duty.

I need the time to organize my life for the next twenty years and the Navy has provided me that time with my new duty station assignment.

0343/LT/1110

Although being assigned to the billet of my choice, I had to use my "silver bullet" from the CV Improvement Prog to go to a command with 3 officer billets gapped. I feel I could have gotten orders to GMS without my "guaranteed choice of duty" and used it after Dept. Head School. This questionnaire does not really apply to a CVRIP'er because we came to CV's without choice and are guaranteed our choice of next duty assignment. My comments would be reversed if I had received this prior to coming to CV62.

0344/LT/1315

Would note that personal interview with detailer can work wonders to get billet assignment desired.

0346/CDR/1110

The process is considered adequate, the people in general (e.g. detailers) are completely inadequate to the task required.

0347/LT/1110

My next assignment is Surface Warfare Officers Dept. Head School. I've known for several years now that I would be receiving this assignment at this time. There was really no choice, discussion, or debate involved. At this time, it is the only assignment for me from the standpoint of the Navy, my career, and my personal desires.

0348/CDR/1110

I was recruited for the OPNAV job by my prospective branch head. It is connected with my present job (battle group tactical trng). It is my Washington initiation tour for which my detailer, my CO, and I all agree I am due. I would have preferred National War College or ICAF enroute.

0369/CDR/1110

There must be an increase in the number of billets in both officer and enlisted placement/assignment organizations. This is essential to provide timely credible and personal services to Navy personnel nearing their PRD (or EOAS) to retain them in the active service. Current fleet perception is that BUPERS is operating in a reaction mode not in a personnel responsive mode that is necessary to retain personnel.

0370/CDR/1110

I was placed in new assignment by the command and at my request (volunteer for intra-staff transfer) the Placement/Assignment process merely processed the paper.

0371/CDR/1110

After several years away from subspecialty and 10+ years from P.G. School was trying to develop expertise in post secondary education administration, but "Special Talent" and other requirements dictated otherwise.

0372/03E/1110

My assignment is to Department Head Course so this questionnaire is really inappropriate. Now if you had asked questions a few days after I was told I would be assigned as "Assistant Boilers Officer" on the Coral Sea--"for the good of my career", I would have given some very negative answers. The system only works if the detailer works with the "customers". The current detailer is great - I feel very comfortable working with him.

0376/CDR/1110

Assigned, without discussion, as Chief Engineer on CV-62 directly after a 28 mo command tour. 17 mos. of command spent deployed (two to middle East). Upon joining CV will deploy immediately to middle East. From Jan 80 to July 81, I will have spent slightly over 80 days at home when taking into account January Readex, deploy in March, relieved overseas, two weeks leave, 4 mos in Idaho Falls (another deployment), 30 days leave then join CV in Nov. and deploy immediately! I will enjoy billet, I'm sure, but strain on family (homeport switch involved) will be beyond call of duty for any Navy family. All possible good staff billets lost simply due to fact Group 2 Admiral, former CO of my ship, refused to support fact that I raised this former rust bucket to an Arliegh Burke nominee (by Squadron CDR - out of 26 ships). Group CDR shot it down. I got the shaft because of an Admiral's ego!! Truth!!!

If I sound bitter, it is because every rule in book was broken - XO relieved 3 weeks before CO, CHENG relieved with CO, OPS relieving 20 days later. All of this occurring during MIDEAST deployment and 50 days before an OPPE!! I had been promised I would complete cruise - relieved on 25 June, ship return 11 August. I'm sure job a good one, but.....!!!!!! It is a good thing I have a Navy family and I would like to get a major command in that I know I am a hell of an At Sea CO.
I'd welcome an interview on this story!!!!

0379/CDR/1110

My first choice would always be combatant command at sea, but having already had my commander command tour, I could not have asked for a better assignment than what I have received.

0381/LCDR/1110

My only regret is that I was not assigned to a LCDR XO billet (qualified but not accepted for assignment to XO). I feel that would have made my career more viable. My detailer, nevertheless, took my personal desires into account, and feeling he had to send me ashore, located me where I desired and in a billet utilizing my subspecialty (Training).

0383/LCDR/1110

Next tour CO USS Bronstein

Memorandum: 20 Jun 80 Suggestions for Survey:

1. Return envelope. If not provide return address.

2. Block 2 not clear on what info is being sought.

0384/LT/1110

I am presently at SWOS Dept. Hd School, & the assignment was guaranteed after I fulfilled required prerequisites, I didn't want to come right off a ship and found a shore billet for USMDG. My detailer didn't know anything about it until I explained it to him. It was a great assignment, but I'm sure no one knows much about it. I'm also sure it's done nothing for my career, despite the fact that it enabled me to fulfil personal goals. Namely, speaking 3 foreign languages simultaneously with officers from different countries. My Detailer didn't even know I could speak anything but English despite numerous preference cards so indicated.

0385/LCDR/1110

Notification of XO screening, intention to assign as XO of a specific vessel and actual issue of orders were conducted in a very timely manner. Assignment corresponded to preference card information right down the line except for home-port choice of San Diego, which was less desirable due to cost of living in the area, but still quite acceptable.

0387/LCDR/1110

Detailer was more concerned in filling a billet quota than whether it fulfilled career or personal needs. Many months of "vocal nothings" changed little.

0388/LT/1110

My detailer apparently never bothered to keep up with my career plan. He should have seen that as my prior tour ended that I would have to go to Destroyer School. I had to tell him. As a result, I was very nearly extended at my previous station by 4-5 months because the newest class convening after my planned EROS was full. A space came open and I went in Space A. An officer shouldn't have to tell his detailer what he needs.

0389/CDR/1110

At no time did my detailer discuss any billet options with me prior to this assignment.

0391/LT/1110

With the exception of lead time given between receipt of orders and PRD - in my case, 2 weeks. Satisfied.

0392/LT/1110

After five years at sea - then to fill an ED billet working 7 days a week gives 7 years with little or no time for family life. To go back to sea for another 4-8 years after this, leaves no choice but to resign or to forget my obligations to my family. So far, I haven't even come close to an assignment I have asked for. Before I left my last ship, I requested Dept Head School (in Oct '77) and I received an answer in Aug. of 1978. Why? Three assignments as to the needs of the Navy is enough.

0393/LCDR/1110

While pleased with having been assigned as an XO afloat, the process still seems to be somewhat lacking - the screening may no longer be done by a legal board, but the process here not really changed. This survey very poorly laid out and the instructions were lousy!

0397/LT/1110

My sole reasoning for remaining in the Navy was to become accustomed to a more civilian environment after 4.5 years at sea.

0399/LCDR/1110

I really had no choice. If I did not take the orders I would have been detailed to Diego Garcia, eventually passed over for promotion and released from active duty. Note: There was no envelope provided. This address is a best estimate based on the "The Needs of the Navy".

0401/LCDR/1110

Although very satisfied with the final outcome, the time frame of receipt of orders prior to detachment from current billet was unsatisfactory (about 4 weeks).

0408/CDR/1110

Actively sought assignment to NWC at this time. Look upon it as an important chance to reflect on matters not available in the normal course of day-to-day requirements. However, this is only a stepping-stone to my ultimate goal - Major at Sea Command.

0411/LCDR/1110

Was notified by letter by my detailer of three entirely different sets of intentions for assignment with no explanation given other than "we goofed". Proposed assignments varied widely as to type (sea/shore/location, etc.). Furthermore, final orders were not received until about 3 weeks prior to expected detachment date. I feel the process was mishandled at NAVPERS resulting in personal inconvenience and unnecessary hardship.

0412/LCDR/1110

My individual career needs were met to perfection.

0413/LCDR/1110

I was told by detailer at Dept. Hd. School that I would have a 2-year dept. Hd. Tour followed by shore-duty. This was indicated in the ship's ODCR. I have just completed my 28th month as chief engineer aboard a destroyer and received orders to an additional 18 month Dept. Hd. Tour in a DDG.

0414/CDR/1110

I was selected for a Senior Service College shortly after my selection to CDR. My eligibility runs out in August 1980. Prior to receiving a call from my detailer in February 1980, all previous correspondence indicated that I would be attending a Senior Service College. The Detailer indicated that the Navy was not filling the War College Billets, yet, Commanders were ordered to the War College subsequent to my receiving orders. In addition, there was an officer who wanted the Group Two Billet.

I am looking forward to my job at Group Two but think the detailing process could have been better.

0415/LT/1110

In June 1979, I called my Detailer just to remind him that my PRD was Feb. 80 and that I expected orders to the Dept. Hd. School SWOS. At that time, he told me that if I sent a letter requesting Adjustment of my PRD to Dec 79, he could guarantee me a seat in the Jan 80 class. I submitted the letter and did not find out the results until Nov. 79, when I called inquiring about my orders. As it turned out, I was extended until May 80 to attend the June class. The idea of attending the Jan 80 Class never entered my mind until my June 79 conversation. Then I didn't even rotate on time. I was extended. I got the billet I wanted but not when I wanted.

0419/LCDR/1110

I am satisfied only to the extent that the detailing was made in accordance with my desires. Prior to that time, I was constantly put off by the detailer even after my PRD had passed. I feel because I have failed selection to CDR, that I was treated as second class citizen. No attempt was made to meet my career needs to improve chances far above zone selection, but I was detailed to my new assignment because it was the easiest.

0420/LCDR/1110

I was screened by the last formal XO Screen board so I knew my next billet would be as an XO. I own a house in San Diego and strongly desired a combatant XO tour there. When I was informed that none were available I asked for a combatant West Coast or any ship in San Diego. Again neither choice was "available." I wound up with an auxiliary out of San Francisco. It is a CDR billet and I won't be in the zone this year so career-wise, it is a good billet but in terms of personal needs (high housing costs, particularly,) San Diego would have been much better.

0422/LT/1110

The process of selection of DH Assignments from SWOS Department Head curriculum (DH) is supposedly based on previous performance matched to those ships available on a list. There is no ladder ranking available to the class as to who is #1 or who is #70. Therefore, the list given to place your selections on your "DREAM SHEET" is not a realistic method because the detailer may still arbitrarily place you wherever he wants, regardless of your true "class standing" because no one except him is aware of where they stand. When the Dream List is given, a ladder rank should also be established so those personnel can see that realistic choices will become available to them, wherever they may fall in the class ranking ladder

0423/LCDR/1110

Considering responses to #8-11, one would think I would be very satisfied in #12. That is not the case, however, and, in fact, I considered responding "Very dissatisfied" or "dissatisfied" in this space for the following reason: I have always understood that the detailer was responsible to the officer and that his job was to help the officer in every way he could to get the job he wanted/needed. My feeling shared by many of my colleagues - is that - instead, the detailers tell you what they think will make you happy and work for you only when they are forced to. I am convinced that if it were not for my own aggressive pursuit of my reassignment, the response to #8-11 would be "to no (or slight) extent."

0425/LCDR/1110

Experienced great difficulty trying to determine what new assignment was. Detailer was reluctant to discuss alternatives. My total experience with LCDR detailers has been frustrating. Their shop is properly nicknamed the "Meat Locker".

0428/LT/1110

You talk about detailer/placement relationship, but the sea/shore coordinator has a lot to do with it. If the detailer makes a slight timing problem in proposing a constituent the person can be snapped up by the Sea Coordinator regardless of record or desire - he has a need at sea and gets first shot. You must make the constituent feel as though he got the last job available to him - not always easy. Can't give shopping list, so he knows only about job he got. Placement can make some arbitrary decisions making the detailer's job more difficult. Detailer should be more scientifically screened (now it's basically hearsay, "I know him", "He's a good guy", "No Way". The process had little effect on my present assignment since V---- S----- asked for me. The above is merely general feelings.

0431/LT/1100

I repeatedly tried to discuss my next billet over the telephone with my detailer and he was unwilling to listen. I eventually made a trip to Washington to meet with him. While I am not dissatisfied with the billet, I am not happy that he was unwilling to discuss alternatives to my first choice. The billets available were not even mentioned; and it is one of these alternatives to which I received orders. Also, I have served 14 mo. TAD in the billet to which I am now reporting on PCS orders.

0432/LCDR/1110

I told the detailer the specific job I wanted. It is called for a rank higher than I am and a Proven Subspecialist, which I am not. I got the job based on the strength of my past record.

Question 6 may not be real useful and data maybe showed you should have also asked what officer has attained overall, in addition to just prior.

0437/LCDR/1120

This survey is incredibly difficult to interpret.

0438/CDR/1110

As an 1110 05 without CMD screen, this billet is irrelevant. I either get a command and go on or I get out at 20. Since this tour is irrelevant, I chose to minimize my family disruption.

0440/LT/1110

I am somewhat dissatisfied with the process because I was extended twice at my present command. The first time was to help ease the finding of my relief, and the second time because the detailer literally "forgot" about me so no relief was ordered in. I now find myself somewhat behind my peers in getting to more responsible jobs and completing additional quals.

0441/LCDR/1100

Discussions with detailers over period of 6 months generated limited info on available billets, little concern for my future. Entire process based on "cheapest" set of orders (different aspect of "Needs of the Navy"). At no time did I feel that detailer respected my record or potential career.

0450/LCDR/1110 (Contd)

I further feel that the entire placement/assignment process is inconsistent due to the detailers rotating much too rapidly to provide any consistency in the Triad of Detailing. The interpretation of the broad guidance varies so much from one detailer to another as to convince me there is a certain element of luck in the process. I say this not from the standpoint of sour grapes but from the fact I feel I lucked out in my 20 years----I never had a bad tour; and I have really heard some terrible tales from juniors and seniors alike during those 20 years!

0455/LT/1115

Being deployed to the western Pacific and spending the 6 months prior to transfer date (with 3 months in the I.O.) gave very little opportunity to contact detailer personally to express desires and to learn the "climate" of detailing at the time. Letters, "dream sheets", and message traffic are very impersonal means of communications and also can take excessive time. Phone calls are best method to express desires but at present, few lines exist between the deployed units and Washington. More "hot" lines should be established. Those existing presently seem to be rather easily overridden or disconnected. Present autovon procedures place detailers under "personal" calls with no priority (routine).

0457/LT/1320

In discussing next assignment w/detailer, I felt the decision had already been made in his mind that I was going to a ship's company billet due to the fact of the "surplus" of 1320's in relation to 1310's. My past performance, consistently A+ as LT, along with my personal desires, carried minimum weight.

0458/LT/1100

No-one else wanted the job that had the pull to get it or I would not have had a chance to get the assignment.

It saved the Navy money not to move me to another area.

0460/LTJG/1100

Once notified by my new command of the billet to which I would be assigned, it appears that career regression, rather than progression is occurring.

0463/LCDR/1110

I have been detailed to the assignment of my choice, however, it was evident in my discussions with the detailer that my assignment was coincidental and was determined solely on needs of the Navy.

0464/LCDR/1310

I think the fact that I was assigned to a Moffett Field based VP Squadron was in good measure due to the fact that I asked for it and it happened to be a geographical area that many of my VP peers are trying to avoid due to the extremely high cost of living. This imbalance can only be eliminated by Variable Housing Allowances.

0442/CAPT/1110

My assignment has been driven by selection to the major shore command list vice the major sea command list. The assignment to which I am going is an accommodation made by my detailer to satisfy (1) my personal needs (family situation), (2) help me to gain insight into running a shore facility with the hope I might gain an interest or affinity for the shore community (3) provide an option to retiring.

0443/CDR/1110

Although a selectee for postgraduate education and service college for almost my entire career, I have yet to be assigned to such billets. For my next billet assignments, all factors appeared favorable for attendance at National War College - selectee for senior service college/summer transfer/competitive for Captain selection. However, "Needs of the Navy" again prevailed - with little if any consideration for the personal desires and career needs of the individual. I would hope that the objective of the feedback survey is attained as the assignment process is in definite need of improvements.

0445/CDR/1110

I would, of course, like to remain at sea and complete my commander command tour. I do understand the competition for such billets and the limitation in numbers of billets.

0446/LCDR/1110

My PRD has been identified for the last three years as July, 1980. I found out what my next assignment would be in June, and will be detached in August. This does not allow enough time for personal planning, particularly selling my present home. If I cannot sell my home soon, I will become a "geographic bachelor", which I deeply resent.

0447/LCDR/1110

I feel that the detailers are doing a good job operating within their constraints. It is perceived that these are difficult times with personnel shortages and a real administration nightmare existent in NMPC. It is important for the detailers to be as honest as possible, even if it is painful to their constituent. The O-4 shop is perceived to be pretty straightforward by myself and most contemporaries.

0450/LCDR/1110

I feel my answers to questions 8-12 require an explanation. Being passed over, I had to retire 1 July 80; and was so informed in Dec 79 by official letter from BUPERS. In Feb 80, BUPERS did a complete turn around and "cordially" invited me to accept a recall to active duty. To anyone who reads Navy Times, newspapers, etc. it is obvious that the Navy was hurting for people so badly that they were willing to dip down into the first several rows of the second-raters to cover their manpower needs. I accepted only because my civilian job offers required me to move to Washington, D.C., Southern Calif. and other high cost areas that I was not willing to move to. So--accepting the Recall was not the best deal around, it was just better than the alternatives.

0469/CDR/1110

My next billet was not a requested assignment. Duty in Washington, D.C. has never been requested or desired. There was absolutely no dialogue, whatsoever, between the detailer and myself regarding the billet assignment or how it fit my career needs. I firmly believe that his first priority was to fill a billet and I fit the requirements. I am pissed off about the entire process!

P.S. Request #1: I have no idea whether the billet is career enhancing or not. I have heard from various sources that it is and others that it is not!

0470/LT/1320

Received what I requested under the Aviation Preference Program for ship duty aviation types.

0472/LCDR/1110

Strongly desired combat XO tour commensurate with my background experience leading to an eventual commander command tour in a combatant. Though assigned to an XO billet, I perceive that XO tour in an auxiliary will make me more eligible for a follow-on command tour in an auxiliary, rather than a combatant.

0474/LT/1100

I had to fight nearly every inch of the way for this next assignment. I had to explain and justify my own qualifications for the high priority "Needs of the Navy" billet, which I highly desired. To me, it was so obvious that my needs match the "Needs of the Navy". This assignment may be slightly ill-timed for my career, but I do not believe it will adversely affect my career to any great extent.

0475/CDR/1110

As a result of not command screening, my personal desires became impossible to meet. Had I screened mine and the Navy's desires would have been in line. As the case is, I am now retirement eligible.

0477/CDR/1100

Please see Q. 4 - This is an excellent billet, location OK - but, was passed over last year (at 21 yr mark) and feel this tour is four years too late. Last tour (3-1/2 yr tour was repetitious of previous 4-3/5 yr tour in Chinfo.) Subspecialty in public affairs is not career enhancing - not enough senior billets of any substance. It's as big a death knoll for women as for men. My last command did nothing positive for my career but location was right for my major.

0478/CDR/1100

I thought my present detailer worked harder to help me get an assignment to Hawaii than the previous one. He worked on my orders for seven months and remained polite during the entire process. I sincerely appreciate his help.

0481/CDR/1110

My billet in OP-01 was worked out outside of the detailing process. Nonetheless I feel my detailer gave me very personal service and good advice relative to the billet.

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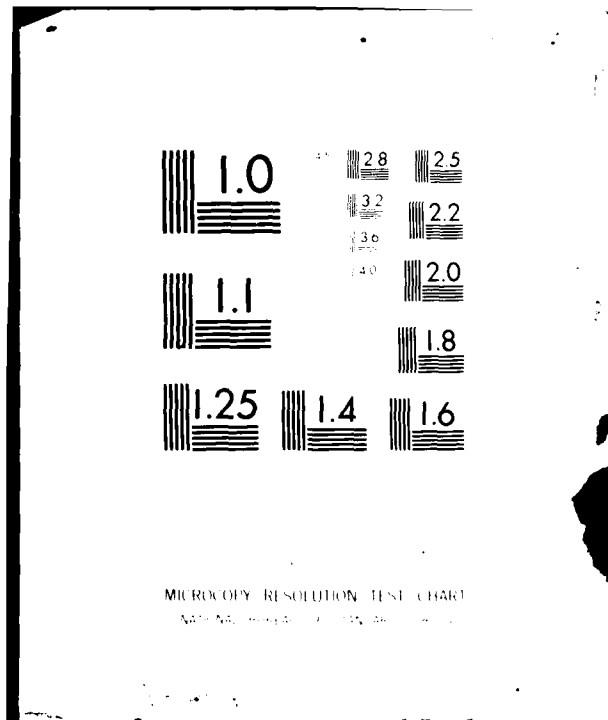
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0484/LT/1100

By not receiving orders for PRD time frame, the command had turnovers of the top three officers within 6 weeks. Being detained 3-1/2 months has left me at a disadvantage in starting the curriculum at PG School, which may result in my being away from an operation billet 3 months longer than others in the same curriculum.

0485/CDR/1110

Overall, I am satisfied with the process in my case. Irritations were centered on: 1. Orders were not to exact class of DD type I desired. 2. NAVY policy via-a-via enroute engineering training in Idaho Falls, between sequential destroyer type command tours. Resulted in 2-1/2 year unaccompanied command tour. That is unsat and has dramatically altered my feelings about remaining on active duty.

0487/LT/1310

Initially ordered to RTS as LSO, orders changed to present billet after 7 months as result of CO contacts and endorsements.

0489/CDR/1110

My placement/assignment process was satisfactory, but I am most dissatisfied with the execution--both in my case and as it typifies the detailing process. I received a letter in Mid-December, 1979 informing me that I would receive orders to detach in July 80 to report in August. The letter was for planning purposes. As of 23 June '80, my orders have not been released for final by the placement officer because no relief has been identified to replace me. The gaining command had agreed to a 3-month gap. The losing command will not detach without relief, but will gap if a replacement is identified. My nomination to the gaining command satisfied this 1 May loss to retirement. My case illustrates the Bottom Line - lack of detailer planning for cover needs. Because detailers continually operate in a crisis mode, unless you have a heavy handed "sponsor" to protect your interest, the "Needs of the Navy" takes 75%-85% of the "triad". It is my opinion that the detailing process is a prime contributor to the 8-16 year officer departing the Navy. Realization breeds contempt.

0490/LT/1310

1. It was interesting that my detailer said it would be impossible for me to get my 1st choice (transition to a new A/C as a Rag LSO/IUT). Through influence of my CO, Airwing LSO, CAG, and AIRPAC LSO with the Placement Officer, I was assigned my 1st choice billet.

2. My personal involvement included Preference card and a letter to my Detailer, making my involvement small. I was unable to communicate by phone 6 mos. prior to rotation because I was in the Indian Ocean for 4-1/2 mos. Would like to have known more what was going on concerning my future assignment at that time.

0491/LT/1310

I got what I wanted; therefore, I have no room to complain. Others, i.e., aviators, who were given the choice between a ship tour and resignation, and choosing resignation, are much less satisfied. At a time when 13lx retention is 30%, it would appear that much more flexibility in the detailing process/career pattern is demanded!

0493/LT/1320

Desire to move to East Coast Aviation community, after 30 months homeported overseas in Japan was unfulfilled. Was told that no billets at all available at NAS Oceana (flying). Suspect that East Coast billets are filled with East Coast personnel from Overseas may be last opportunity to shift to East Coast VF.

Let the individual determine his own career needs, as it is His career.

0494/LT/1110

After 8 years of continuous sea duty, after a request for assignment of a WSAM designator and recommendation by CO for such, after a statement by my CO that I was recommended for command qual in a letter requesting reconsideration of my assignment back to sea in an auxilliary ship, a fitness report over a year old was used to determine what was best for my career even though marks on the fitrep were at variance with the CO's last letter on my assignment.

0495/LT/1110

My next assignment (Dept. Head) was an automatic choice. Therefore, Question 12 is academic.

0500/LT/1110

I received a shopping list about 9 months prior to being transferred. I immediately phoned my detailer and made my desires known. He gave me very little satisfaction. I was able to obtain the job I desired through political influence (within the Navy). Had I not been able to get these people to go to bat for me, I believe that my personal desires would play a small part in my placement. I believe that if the Navy wishes to retain people, it cannot continue to move people around indiscriminately.

0503/LT/1310

Placement/assignment includes the processes of selection for a specific billet and through receipt of orders. Early receipt of orders, especially for an overseas assignment, is perhaps an essential objective. In my case, late receipt of orders has snowballed, and even as I detach from my present command, I can make no plans for my trip overseas. This is really inexcusable since I have been selected for this assignment for more than one year!

0504/LT/1110

I attempted to work with my detailer for several months including two IO Deployments. A Fitrep lost for over 3 months at BUPERS delayed selection for Department Head School. My XO did no counseling. I received orders to a second sea tour on the opposite coast against my strongest wishes. My detailer was aware of a pending designator change, but would not hold up the orders. After the ALNAV that confirmed the designator change was published, my detailer refused to cancel my orders and release me to my new community. I had to relocate my family for a period of less than 9 months at a personal cost of over \$2,000. I have a job to do at my new command, and will do my best - but if I had not received the designator change, I would be out next June with 12 years of active duty service. The reason - lack of responsiveness to me by "my detailer".

0506/LT/1110

My Navy career has been punctuated by sea assignments to ships of as nearly opposite class and geographic location as possible. While my present assignment was dictated by circumstances and made without my involvement, its part of a sequence makes it dissatisfying to me. Note: This ranks as the most confusingly written questionnaire I have ever received.

0508/LCDR/1110

After being involuntarily extended for six months with no word as to rotation, I asked to be returned in my present billet. This request is being favorably considered although I have received no official word. This questionnaire is the first I've heard that the request may have been approved.

0509/CDR/1110

I'm not sure why I got ICAF but I'm delighted to get it. I wanted the CO job but am happy to gain entry to this sub-spec. area. Best piece of detailing I've had so far. Thanks.

0512/LT/1110

In the transition to Supply, my CO Captain P-----, and my detailer were exceptionally helpful.

0513/CDR/1120

Short time interval to move from Hawaii to Italy (7 days) even though orders could have been cut 6 months ahead but weren't and then received less than a month ahead so that transportation, HHG, and vehicles were next to impossible to schedule.

0516/LTJG/1110

I have been assigned to my first choice which was NPG School. I also received my primary choice for curriculum.

0520/LCDR/1100

Essentially, I received what I requested and both the needs of the Navy and my personal career needs were met.

0521/CAPT/1110

Through personal investigation I determined several billets opening when I was due for rotation. My preference card listed these billets and I wrote a letter requesting consideration by my detailer for one of those billets. I received my 1st choice, ergo, a satisfied customer.

0522/LTJG/1110

Carrier Readiness Improvement Program was a total surprise, the only good point is that we don't have to move. MPA School and my billet will look very good on my resume. I would have been very happy to stay in my old billet.

0523/LTJG/1100

First, I really like my job; however, I needed to stay in the same geographical area of my previous billet. My detailer was unwilling to leave me at the same base and put me at a different command. I know this could have been done because I contacted other commands at the same base.

I like my new billet very much but it is 75 miles from home and I can only go home on weekends. This is a definite drawback. I had considered staying in the Navy for an extra tour (i.e. 5 or 6 yrs. tot. instead of 4). Now I am definitely getting out at 4 (actually before 4). I know my detailer thought he was helping my career, and actually it's a great job which will help my civilian career - but it sure helped shorten my naval career!

0524/LTJG/1100

I am currently an 1100 but hoping for lateral transfer to 1630. I attended intelligence school and was then assigned to an intell center which should have been my second tour following my current assignment to a VP squadron. When I told my 1100 detailer of my desire to go to a VP squadron, he said it was a first tour billet and he didn't think it was wise. I told him I have been advised to go back and pick up my first tour billet so he said he would check it over, which he did. I was able to get the billet because of the unplanned loss of the person I relieved.

0525/LTJG/1100

I'm satisfied with my new assignment because I'm aware of future benefits which may be made to me if I'm very successful as a recruiter.

I'm not very satisfied with the billet because at the time I preferred to attend P.G. School and I'm not overly thrilled about having received orders for Philadelphia. I do understand though that the "Needs of the Navy" come first or the desires of the detailer.

0529/LT/1110

Don't really understand the process but, I received exactly what I requested as a first choice.

0539/LT/1110

Detailers change jobs much too often. The previous detailers "promises" are unknown to the next. There is no continuity - one feels as if he is starting over with a new detailer. I felt as if my detailer was "playing games" with me, analyzing my desires in an attempt to find a "way out" of not giving me my first choice. I felt like he was doing me a favor by giving me orders that were appropriate to the "triad of detailing", as well as well deserved.

0541/CDR/1110

All of this really irrelevant - if you don't screen for command and get a command, you are just marking time.

0543/CDR/1110

Very little info on billets available for assignments. Knowledge of what you should do or what jobs are career enhancing is available.

0546/LT/1110

I had a "silver bullet" as a result of my present assignment and was able to pick any job I wanted when I left.

0548/LT/1110

I feel as though my own efforts - at higher education and my detailers efforts in getting me what I wanted resulted in fulfilling not only my needs but in putting me in a position to use my education and talents for the Navy. I also feel extremely lucky that it all came together.

0551/CDR/1110

Enroute to my present billet, I spent a week at COMNAVMILPERSONSCOM getting acquainted with the inner workings of the "system". As an outsider looking in with no vested interest in the Status Quo, I was shocked at the "Byzantine" system we used to assign officers. The most urgent reform needed is in order writing. Literally no one is in charge, the backlog routinely runs to 3,000 and worst of all, little effort is apparent to make things better. Many officers don't receive orders in timely fashion drastically influencing their lives (selling houses, moving, etc.). We must do better. The computerized system for officer detailing is 2 years late getting on the line. There is some internal bureau resistance to this approach for fear that customers will feel that the personal touch is gone from the process. The facts don't support this view. Computer assisted detailing, used properly, can only improve an antiquated process by:

1. Eliminating placement officer duplicity in double filling billets - which detailers cannot keep track of now.
2. Producing on demand lists of available billets, who wants what, etc., in short, things that cannot be done now without manually screening hundreds of preference cards and manpower authorizations.

Finally, the "system" just doesn't have a chance to work because of internal practices in BUPERS. The LCDR shop stated that 40% of their assignments were flag directed. People are today's status chips and Flag officers subvert the normal processes frequently bypassing the system for personal desires. No doubt, many highly qualified officers with superb records are disappointed with their assignments along the wayside. They were part of the 60 percent that Flag officers didn't know about. There is another contributing tendency to make a "known quantity" rather than rely on normal detailing and assignment practices. This is at the root of directed detailing and is based on the illogical premise that a known performer is better than a new face. In fact, the unknown could be better. Today's climate in BUPERS prevents us from finding out if that is true.

I did pretty well this time but my confidence in the fairness of the detailing process was shaken. It could have easily gone the other way.

0554/LT/1110

I asked for and received assignment to my present tour.

0555/LT/1100

My only complaint about the detailing process concerns the admin support; i.e. order writing and the mailing/transmission of same. I am planning on detaching in less than two weeks and have nothing in hand as yet. Daily calls to NPC have produced nothing but promises. I get the impression that the system is too unwieldy and things can easily fall through the crack as responsibility shifts. Unfortunately, my year group has been shuffled through several interim detailers and this may be part of the problem.

0556/CDR/1110

Failure to screen for command forces me to retire at 20.

0557/LTJG/1110

As I have marked in question 12, I was satisfied with the entire placement assignment process. You might say that I was one of the fortunate ones. Often times, I have seen junior officers like myself uncertain of what their next duty station is, and at times get fed up and get out of the Navy. Luckily, like I have stated, I had LT ----- as my detailer, and she did an outstanding job. She undoubtedly went out of her way to make sure I was satisfied.

0560/LCDR/1110

Having failed selection to Commander three times, and nearing retirement eligibility, I feel I received second-class citizen consideration. Only through my own efforts and the efforts of my CO was I able to get the billet I requested. I have gotten strong feelings from the detailers that as a passed-over SWO LCDR, I am an "albatross" to the SWO community.

0562/LT/1110

I could have been put in almost any general billet as I am a passed over LT and will have 18 years service before I can be forced out. The most northerly place I asked for was Florida. The choices I was given were in New Jersey and S. Carolina. I got the S.C. billet but not through my own choice. The New Jersey billet offer was withdrawn by the Bureau.

0563/LT/1110

Starting six months prior to my PRD, I began calling my detailer and told him what kind of billet I wanted. After four months, I threatened to resign unless I was assigned shore duty in the Pacific Northwest. My detailer's procrastination and failure to advise me of available billets coupled with an involuntary 3 month PRD extension left me feeling very dissatisfied even though I was eventually assigned to the billet I wanted.

0566/LT/1110

I am dissatisfied with the placement/assignment process because after 3 years of arduous sea duty, I was burned out. A regular diet of 12-16 hour days will do it. I was not selected to Dept. Head School so I was told I would be going back to sea. I received an excellent fitrep from a tender that was later decommissioned. I still wasn't selected for Dept. Head School. I feel that it would have been best for the Navy to allow me to go ashore and then go back to sea, motivated toward a career as a result of a fulfilling shore tour.

See attached comment.

0566/LT/1110 Attached Comment

I strongly feel the detailing process would be helped if on the staff level there was an Officer Career Counselor to help Junior Officers make career choices. This function is normally assigned to the Executive Officer. The Executive Officer doesn't have time to keep current on the latest programs. He is also directly in the chain of command which does not foster open conversation.

0568/CDR/1110

I have no complaints about the assignment process. Question #11 is "The Key" question. If an officer takes the time and trouble to get "involved" in the detailing process, then he will not be disappointed or dissatisfied. I personally have contacted my detailer every one or two weeks for the past 4 months so my assignment came as no surprise to me. I have used this method successfully for over 20 years and have never had a "bad" detail.

0576/LCDR/1110

Did not receive first choice.

0578/LCDR/1110

I would like to answer Question 13 fully. However, my inability to obtain a billet on a combatant indicates that I am already in a relatively weak career position. Although a candid account of the detailer's dealings with me might be to make me feel better, I know who would have the last word.

0579/LTJG/1110

The entire process was a tooth and nail battle. The one thing I have found displeasing is that the Navy is so stuck on the rank deal and not the professional performance criteria.

My detailer had no idea on what to do with my request to Dept Hd CS Early. I continuously received, to junior, "How about a tour ashore?" or "Maybe a split tour", I wanted neither especially the shore tour. But it all worked out for the best. I feel it a shame, detailing 1110's with no knowledge of the community.

0580/03/1100

The questions on this survey are extremely difficult to understand. Especially for someone who is only a postgraduate student. It should be voluntary! If a questionnaire is to be voluntary, it should be voluntary! It should not be discouraging/difficult to interpret, and that means it does not require a great deal of time to fill out/understand. I know another person I know who received the same survey, did not understand it, and tried to complete and subsequently threw it away.

0584 100

I understand how "qualified for command" is omitted from a questionnaire for officers.

0585/LCDR/1110

The entire XO detailing procedure advanced in a timely fashion that produced early notification of intended assignment to a specific unit, correlated well to preference card desires and issued orders well in advance of desired detachment from last assignment.

0586/CAPT/1110

Next assignment is sequential major command (at sea). Very satisfied!

0588/CDR (FROCKED)/1110

I was extended in my present billet 7-1/2 months. I personally communicated with my detailer over 8 months prior to PRO. I flew to Washington (from San Diego) at my own expense to try to get my detailer moving in identifying a relief. The bottom line is "I was given the complete run-around for over a year".

0589/LCDR/1110

I have gotten exact billet that I asked for on each set of orders in the Navy except two. In both those cases, assignments were equivalent and career enhancing.

Question 2-13 damn near impossible to figure out.

Question 6-13 limiting in its responses. Put on a blank or two for ~~more~~ to list their own goals.

0590/LCDR/1110

My first orders to a ship as XO had to be cancelled for ~~some reason~~ relieved for cause. My second orders to a ship as ~~XO~~ from a billet standpoint, but not a ship's schedule ~~etc~~. The ship will spend 2/3 of the time I am XO in the ship. ~~etc~~ orders would have been on a ship coming out of overseas deployment. I obviously would have been much more ~~set~~ for ~~the~~ first set of orders.

0591/1110

The ~~length~~ of the "nomination" process makes it difficult for the ~~detailer~~ to participate very much. Additionally, it creates inordinate delays in the detailing process.

0592/LT/1320

Discussed preferences with detailer. Openings were available for 2nd and 3rd choices. Assigned to Billet which did not fall into any of my choices.

0594/CDR/1110

Satisfied with billet but detailing procedure was very slow. Was informed that my assignment was a "low priority move ashore with no funds".

0597/LT/1110

In place of this absurd list, the following are my priorities:

1. Successful completion of this Dept. Hd. tour.
2. Assignment to split-tour that I desire. Be considered for early promotion.
3. Attain Command Qual.
4. Complete Junior War College Course.
5. LCDR XO Tour.
6. CDR CO Tour.
7. Where applicable, "career enhancing" shore duty.

0597/LT/1110/Attached Comments:

To Whom it may Concern:

I consider myself to have a well educated and to be reasonably intelligent. A survey is one of the most poorly prepared surveys I have encountered. Any survey whose questions require the respondent to ensure that they are understood is inherently bad. Some genius felt that the questions asked were leading questions because they were not "leading".

The assignment process for failed-for-selection or passed over officers is to dead-end billets which are known to be "pass-over" billets. The Navy must change this procedure and give pass-overs a second chance. As the assignment process now works, I can easily predict who will, and who will not, be promoted by looking at his/her assignment. The last three billets to which I have been assigned have been pass-over billets. Consequently, I am viewed by my fellow officers as a loser.

0600/LT/1110

I had served 8 years at sea on three ships including 3 years 2 months as a dept. head on an FF. I have attained all qualifications possible at sea including being designated qualified for a command at sea. It took my letter of resignation and the extensive assistance of my C.O. and Commodore to get me my first shore tour.

0601

As part of the CVIP, my thoughts to some degree depend on what billets are available after my tour on the JFK. I'm very pleased with the way things have worked out. Whether or not I'm selected for overseas Post-graduate education or assignment overseas will influence my career intentions.

Detailer's visit to individual ships was good.

0602

First time I've ever received that for which I had asked.

0603

I felt a little pressure - both professional and personal when I was trying to make a choice for my next assignment.

I had been to sea over three years (over toured on 2nd half of split tour) and my detailer told me because there was a shortage of reliefs, it was possible that I be at my present duty station for up to an extra 6 months.

Based on that info, I looked for billets - that needed to be filled right away. As a result I got the job I wanted - but I felt I compromised too much on the location.

Personally, this affected me in that it meant 3 consecutive moves to a high cost area and away from my desired area (home area) parents were sick. Overall, I am pleased - but not overjoyed.

0604

My assignment is the result of direct Flag interest and intervention. The detailing process was incidental.

0605

I have no faith or trust in or of my detailers.

0607

Result was gratifying. (1)

Process was an embarrassment and required Flag intervention.

0608

Although very satisfied with the location of my new assignment, achieving it required the combined efforts of my Commodore, Group Commander and me. Overriding family consideration, forced my assignment to a certain geographic area.

I am due to be relieved of command in October, 1980. To date (7/8/80), I have not received orders. I believe the orderwriting section of NMPC needs to be streamlined. I feel my detailer is doing an outstanding job.

0609

(1) Accepted command of a Recruiting District (0-5 slot)
(2) Turned down XO on a combatant in order to complete a personal goal of obtaining a Master's degree, currently being worked on.
(3) Need to return to sea in order to qualify for "Command-at-Sea".

0610

As too frequently occurs, I feel as though I have been 'had' by the system. "We can't find a qualified relief so you can't be transferred to the XO afloat billet you are (1) qualified for, (2) screened for, and (3) desire greatly." Bottom line - you're extended in a job not requiring your subspecialty, not providing any 'career enhancement' and unrewarding personally and professionally. And so it goes...until the Navy learns how to manage people in a competitive market.

0612

I am very dissatisfied with the entire placement/assignment process. The following elaborates the reasons why:

Prior to receiving my most recent set of orders I submitted my officer preference card. The head of the detailing branch came to the Naval War College to discuss future assignments with the students. I made an appointment with him. He confirmed that he did indeed have my most current preference card. We discussed choices, and he agreed that there would be "no problem" in getting me assigned to the East coast on a small combatant. We discussed the fact that I did not desire a large combatant, assignment to Charlestown, S.C., or the West coast. He confirmed that there was "no problem".

I received a call from one of my classmates who was scheduled to depart the Naval War College in December. He informed me that attached to his "Letter of Intention" from the Bureau was a letter addressed to me. I obtained my "Letter of Intention" from my classmate and was surprised to find that the Bureau's intentions were to assign me as First Lt. aboard the Kitty Hawk, homeported in San Diego.

0612 (Cont'd)

I called the Bureau and explained the situation to my detailer. I was informed that the letter should not have been mailed because all of the assignments for the June graduates were being "sat" on until they could be delivered en masse. That statement is in direct conflict with the opening paragraph of the letter which states that the notification has been sent in order to give the officer the maximum amount of lead time for planning purposes. I explained at some length that I was not happy with the Bureau's "intentions" because they were in direct conflict with my preferences and with what I had been told when the head of the assignment branch was in Newport. I was told that they were a "good" set of orders and that I should be happy with them. When that did not assuage my ire, I was told that the needs of the service dictated the assignment. I was then forced to explain that I failed to understand how the United States Navy's needs could possibly assign an officer with a M.S., Command experience, combat experience and the Naval War College to an aircraft carrier as First LT., and further that if that was the only assignment for me in the USN perhaps I had better find another profession.

Numerous phone calls later, and after much delay I was finally given a set of orders as Operations Officer onboard the U.S.S. Coontz (DDG-40). Not the greatest or most career enhancing billet but a quantum leap from a First Lt. Billet on a carrier on the wrong coast.

Had that been my only distasteful conflict with the Bureau I would have considered it to be out of the norm. It is the norm unfortunately. Further examples follow:

When assigned as Operations Officer aboard the U.S.S. R.B. Anderson (DD-786) which was forward deployed to Yokosuka, Japan I called my detailer about the status of my orders. I was told that I could not discuss orders until I had a relief assigned. I explained that I had a copy of my relief's orders and unless they had been cancelled I did have a relief assigned. Then I was advised that I would be assigned to COMNAVFORJAP staff for a three year tour. My preference card was up to date. On the preference card I explained that I was a widower due to the fact that my wife had passed away three years previously. I indicated the same on sequential preference cards. There was no question that the Bureau had the cards, because I had made a point to stop by during leave periods to confirm that everything was up to date. The detailer when asked why he intended to assign me to COMNAVFORJAP staff replied, "because your wife is there and we are tight on PCS funding this year". I asked the detailer if he had the correct preference card in front of him. We verified the SSN's and he did have the correct card. He just hadn't bothered to read it. I explained that as a widower/bachelor current Bureau instructions required that I be returned to CONUS after a 24 month overseas tour unless I specifically requested an extension. I was then advised that the best he could do would be to get me to Guam. I was not happy, and again referred him to the Bureau's instruction, this time providing the instruction number. He offered me assignment to Hawaii. I explained that Hawaii was not CONUS and that if he could not or did not wish to discuss my assignment with me we could discuss it with his superiors. I took leave, visited the Bureau, and was ultimately assigned to the Naval Postgraduate School.

As Commanding Officer of an ATF nearing my normal rotation date I called my detailer. I was advised that I would be assigned to Washington, D.C. in

0612 (Cont'd)

order to fulfill the requirements of a pay-back tour in my P-code. That was just what I wanted, and had so requested on my officer preference card. I called back regularly in order to keep track of how the assignment was progressing. I was repeatedly told to call back in about three weeks. Roughly one month prior to detachment I called and explained that receipt of orders was necessary if I was to get my household goods shipped to the Washington area. I was advised to call back on the following Wednesday, the day of the call being Friday at 1700 hours. I called on Monday on the off chance that my orders had solidified. They had, orders to Naples, Italy. I tried to get the detailer to reconsider. He would not. I called on my Commodore's good offices to intercede for me. He did and the detailer advised him that "I had volunteered for the assignment". I went to Naples, Italy, and served a two year tour there. During the course of the tour and through conversations with the officer I relieved and the Admiral that approved my nomination to the billet it was confirmed that the Bureau, more specifically the detailer, was aware of the nomination for a period of at least two weeks. During those two weeks I had contacted him no less than three times, and never once did he mention that he had nominated me for assignment in Naples. On the contrary, he repeatedly stated that I would be assigned to Washington, the only question was as to what shop.

I hope the above information helps you with your survey. It is all true. It is also one of the primary reasons I believe detailers prostitute themselves to the placement officers at the expense of the officers they are supposed to represent.

0613

I strongly desired instructor duty at BSWOS. Instead I got OCS. I really can't complain!

0614

The nominative process for 06's makes Questions 5 and 11 "most" for all intents and purposes. The value of the process is problematical, except for a few key billets. It seems essentially to sooth ruffled feathers and provide balm for egos and creates excessive time to detail.

0615

As always, I wanted a command assignment.

0616

- Lack of status/info.
- Failure of detailer to contact me when something changed.
- Failure of detailer to paint a clear, concise picture of his plans and ideas concerning my future.
- Failure of detailer to actively pursue my detailing in order to move me on time (I'm rolling 5 mo. late). Sea Duty, and relief therefrom on time should take absolute priority.

0617

I have never felt that my needs/desires were taken into account for reassignment. I am once passed over LT and will have over 18 years service by 1 Jul 81. I could have been assigned to any technical or general duty billet. The most northerly place I requested was in northern, Florida. I was originally offered New Jersey and finally given Charleston, S.C. The Navy is not utilizing my technical background. The billet I was placed in was gapped for over a year so it can't be critical.

0618

To be perfectly frank, I believe the billet is outstanding. Since I was forced to go to sea again, it was the best billet offered. However, after eight years in the Navy, all at sea, I felt I was ready for shore duty. Unfortunately, the detailer did not see it that way. Despite all efforts by my C.O., I am still going to sea again. A machine would have more empathy than a detailer.

0620

After schooling and 3 years of Terrier missile experience, I consider my assignment as XO to a frigate to be wasteful of money and talent.

0621

The fact of the questionnaire intimates there is a problem.

0622

- (1) Detailer was not very receptive to discussion on career needs. He was very curt and would not discuss any billet options other than the one being considered for me to fill.
- (2) Orders were mailed to the old address of a ship with a similar name to ship in which I was serving but to a ship which had been decommissioned for over five years. This resulted in about a two month delay in receipt of orders.
- (3) My PRD was extended while ship deployed on RIMPAC 80 exercise by sending my relief an ORDMOD of two months TAD. I never received a call or message about the change.
- (4) While deployed to WestPac and with less two months left before detachment, my CO received a personal message from my detailer stating that I was being considered for a different job assignment. Again no call or message to me.
- (5) The personal touch seems to be missing in the CDR Detailer organization.

0623

Yes, I had to resign to make the detailer realize I did not want another engineering tour esp. on any carrier.

0624

All personnel involved were most helpful - especially C.O. and Flag Lt. detailer. I felt that I was receiving personal high-level attention, which impacted greatly on my decision not to resign.

0626

Dissatisfied with command screening process.

Rules seem to frequently change. Sometimes prior experience in type is required, and sometimes, everyone is eligible.

Everyone seems to be eligible for the types of ships and shore commands that I have knowledge and experience. Not eligible for ships/shore command for which I don't have experience. i.e. aviators and submarine officers selected for amphibious, etc. cmds; yet I am not eligible for 1310/1120 command.

0627

Both career and needs (Navy and personnel) were satisfied - a harmonic balance that is an exception to the rule.

0628

This form and its directions....suck! Confusing, contradictory, and poorly worded. If you get anything meaningful from it you are using a crystal ball. However, I am very pleased with the detailers, their efforts, and my next assignment.

Go Navy!

0629

I am glad of the billet I am being assigned. But the process is not that flexible due to the qualifications sought by BUPERS to fill billets. This leaves little negotiation by the individual when the detailer has him locked into a job.

0630

By the time I spoke to my detailer after returning from Westpac, it was a 'Faite Accompli'.

I was transferred 6 months early without any prior contact or correspondence, to a billet which seems to be a joke.

0631

Women are severely limited in their billet availability. The worst (career-wise) billet for a man is frequently a good billet for a woman. Women end up at CMDS. with a lot of no load males. (i.e. training cmds.)

0633

Requested the billet for family convenience - am not in promotion zone any longer.

0634

Satisfied with choice of billet but very dissatisfied with wishy washy personal dealings with detailer. My C.O. had worked with placement for me but placement didn't talk with the detailer. A real experience I will not go through again.

0635

I have been very satisfied with the placement/assignment process because I have been able to match the three legs of the triad very well. I have satisfied the system and it has satisfied me.

The key to the process has been and will remain to be the detailer. If the officer feels the detailer is on his side and gave it his all on the officer's behalf, then the system will have done its job. Most officers can understand that the detailer has a tough job and must make unpleasant choices. As long as detailers retain "credibility" with their constituents, the system will achieve its objectives.

0636

Because I have a letter of intent to resign submitted, I was given a non-flying billet. If not for that, I would have the billet I wanted. But the only reason I was able to come close to getting my desire was because of my letter and the Navy not wanting to move me for 11 months. Performance, desires, and skills had nothing to do with it. I found little cooperation or consideration from detailers on this occasion or when I submitted a request for an early roll six months prior.

0638

Date of xfer to present billet was February 79. Not sure why survey response was mailed to me, however, answers reflect my opinion.

0639

Prefer operational billets but was assigned admin.

0640

The system responded to my needs and desires with more flexibility than anticipated.

0641

My detailer knew my desires based upon preference cards, letters, and phone calls I provided. These were restricted to one type billet, only, based upon needs of the service/career needs i.e. submarine command. Given that, my desires bear little resemblance to the command to which I am ordered.

0644

Because of career needs, it was impossible to make any other assignment. If career needs were not such an overriding factor I would have tried for a different assignment (i.e. shore duty at service school).

0645

Detailing is extremely difficult at best. Everyone gets a "good deal" somewhere along his career - if he is career motivated - and should not be complaining about "getting the fid." Detailers, generally, are honest and straight-forward. Sometimes the "whole" story isn't told. Why "orders-in-hand" were changed for "Needs of the Navy". The detailer should personally tell the man the whole story.

0646

Satisfied only after personal desires could not be met i.e. attending AFSC then split touring. My desires were considered greatly by detailer on determination of next billet assignment.

Orders were received in June and not during March to May time frame.

0647

The detailer was using to basic guidelines; 1. That which was good as required by the Navy, split tour to a different ship type and different billet. 2. What would be "good" for my career.

Unfortunately, I do not believe my ADBD was looked at. I have nearly 17 years in the service and now will retire at 20 because of this split tour.

0648

I am a top 1 $\frac{1}{2}$ 1110 and have been so since commissioning four years ago. I felt I deserved a very good, challenging, top-flight billet, instead, I was initially given orders to an inspection team and then to an instructor billet. My gas turbine experience was a detriment to my desire for a top flight billet. "The Needs of the Navy" include retaining top flight people; something it has failed to do with me.

0649

Was originally told "no chance now" for present billet. 3 weeks later, discovered I was being considered, and 5 days later confirmed for billet. Only problem then was receiving "hard copy" orders in time to make move - orders quite late in actually arriving.

0651

I'm a fail for selection LCDR. My goal was to: 1. Stay ashore. 2. Stay in present location. 3. Be assigned to a command which would provide access to civilian employment upon automatic retirement on 20 years. Accordingly, I recommend this survey not be considered valid as I am no longer within a career pattern.

0655

1. Assigned to billet w/no previous background (after 15 yrs in specialty and 6 yrs in proven sub-specialty).
2. After numerous fonecalls to detailer (never being able to speak to him directly), I found out about orders from a First Class Petty Officer. Received 1st copies of orders w/a handwritten note from detailer's secretary.
3. Despite #'s of fonecalls, was never called by Detailer prior to assignment.
4. Had requested early notification of orders in order to help solve a serious personal problem. Orders received 3(+) weeks before detachment.
5. Detailing "service" doesn't appear to have improved in my 21 years of service. In fact, now that I'm "hooked", it appears to be worse. Talking with my classmates at Senior War College from other services, the Navy system appears to be the least personal and responsive of all services.

0656

Your instructions for #2 and #6 are not clear to me. Somehow you have made it too difficult!

0657

Assignment of billets after Department Head School should be based on previous experience, time at sea, and fitness reports and not by fitness reports alone.

0659

For medical/family purposes this billet is well served. However, one would be hard pressed to consider it career enhancing.

0660

I have seen improvement in my 10 years but the overriding problem is that detailers always leave me feeling that they did not tell me the whole story. Specifically, why my personal desires were not used. The result is mistrust.

2. Typical of BUPERS activity. The cover letter of this was dated 20 Mar 80. I received it in Annapolis, M.D. (40 miles away) on 14 July!

0662

Women URL's have restricted career paths. What appears good one year may not be good the next. Detailers have ambiguous guidelines to apply. There is an attitude that personnel without warfare specialities are not as important as those who belong to specific community.

0663

I am currently serving a three year sea-tour on USS Fanning (FF-1076) with rotation ashore due in Mar-April '81. In early Mar '80, I received orders to USS KITTY HAWK (CV-63) via MPA School as part of the CRIP. These orders came as a complete surprise despite a detailer visit by my own detailer in late Feb '80. They would have necessitated my reporting for Newport 2 weeks after return from a 7-month deployment and obviously did not take into account the fact that my wife and I own a home in San Diego and just had our first child in Nov '80 while I was on deployment. Most important, they ignored the fact that I was the only remaining SWO qualified J.O. (Div Officer) on the ship after the departure of eight (8) others within the last six months. Neither FANNING's nor my personal needs were considered.

0664

Personnel turnover problems at present command dictated that the first officer to report on board would be given the present billet. Personal desire to remain in the engineering community. These desires were not taken into the detailer; however, at the command I was assigned to a non-engineering job. Review of orders at that time indicated better and more billets would be assigned to this command, this proved true. In establishing of billet assignment to take into account, personnel desires, background and future career goals was not accomplished.

0665

My detailer was highly informative and realistic in providing my billet options. He spent that extra time to discuss what he believed to be my career strengths and weaknesses and was very encouraging.

0666

My preference was "any billet, any ship type, any port. Only no overhaul as all four previous ships for me have been in overhaul". My new orders are to a ship going to yards.

0667

After writing and calling the Bureau stressing the need to pull my jacket early for my new billet, I found that my jacket had not been pulled until I placed a call while on deployment. I was left with the impression that had I not called, I would not have been assigned to the new billet.

0668

The detailer was more than responsive to my personal needs and went out of his way to help, while at the same time, assigning me to an XO billet in the area of my choice.

Communication between all concerned was fantastic.

0669

I am serving in a billet for which I have no qualifications. I am to the point where I am only "marking time" (I am in the Fleet Reserve).

Had my detailing process gone the same as in my earlier career, I probably would remain on the 20 year point.

0671

Billet is excellent but places me at a distinct disadvantage because of lack of experience.

I have achieved everything on this list except attending Senior War College.

0674

Billet (XO), Homeport and Shiptype are 1st choice. Only complaint is that (this is my fifth ship) I have had regular overhauls on my last three ships, and this one went into overhaul in Phila (H/P is Norfolk) for one year the month I reported aboard for an 18 month XO tour.

0675

-A good portion of the assignments out of Training Command seem to be "Potluck" in nature. The variety of orders for first tour pilots is endless, and what's available at the time one's selected seems impossible to predict. A lot of guys who think there's an F-14 waiting for them are rudely awakened! While my orders were about 180° from what I requested, they're not so bad I can't live with them.

0678

The progression towards my next assignment (Dept. Head School) was certainly no surprise, but the detailing process leaves a lot to be desired. My PRD is June 1980, but I have been quoted detachment dates ranging from June '80 to Dec. '80-----still have no date or orders, and am left with impression from my detailer that I may be given a week or so to fold up my tent and move even though Dept. Head school has been a foregone conclusion for about 27 months.

0678 (Cont'd)

This, combined with the text of NAVACCTGFINCEN WASH D.C. 1-1 which states that those TAD to a ship enrt to Dept. Head BAQ (if TAD for 90 + days) leaves me with the feeling I have lost the bubble on what should be a simple "TAD" for a short time.

It is now the end of June 1980. What applies:

1. My PRD has been completed. I have no orders, nor any commitment from my detailer. I do not expect them.
2. My class date is set. I may start Dept. Hd. School in Sept or Oct. I may not be assigned TAD to a DD in Newport.
If I want to a DD I may not be eligible for BAQ, and if I do
and my class date is delayed, I may suddenly find that I owe
the Navy in excess of \$750.00 for the "honor" of being TAD to a ship.

0702

In December 1979, I submitted an updated preference card. In early January 1980, I was advised by my detailer to "give me a call at the end of the month after I've had an opportunity to review your desires". During the next conversation with my detailer, at the end of January 1980, I was informed that I had been tentatively assigned to a billet. While I didn't expect a "shopping list" to be made available to me, I feel that at no time prior to this assignment did my detailer make any attempt to discuss any alternative billets with me. In fact, I was told that the only way I could open the door to other possible billets was for me to find another individual who wanted the billet to which I had been "tentatively" assigned. I was also told that "we'll keep looking for you, too". However, once the "tentative" assignment was announced, the distinct impression I had was that my detailer had done his job and further discussion was useless. My detailer, in attempting to justify my assignment, advised me "Well, at least we complied with your request to stay in the Southeast". In reality, the ship to which I was assigned will be in Philadelphia, PA for 2-1/2 years. I find it nearly inexcusable for a detailer to be so poorly informed concerning such a basic fact concerning an assignment.

The goal of getting orders to individuals six months in advance is not working and continues to place a hardship on service members and their families. In these times where many large companies amply assist families in selling homes and other moving related expenses, we provide orders to transfer one month prior to detachment and DLA. In effect, we are encouraging our people to gamble unnecessarily with their homes when they transfer and, in many cases, accept offers of purchase for their homes below market value. The advice I keep hearing is "Leave your family until you've found them a place to stay". The response to that advice is all too frequently becoming, "I'll vote with my feet."

If we expect to compete with industry for the talented people we so desperately need to remain in the Armed Forces, we need to improve our responsiveness to the practical aspects of re-assignments and moving.

0723

I was strung along by the detailer for 3 months receiving verbal assurances and promises and then was ultimately given two choices of which neither was desirable from a career objective standpoint nor from a personal desire standpoint. After proving, with documentation, that my record was improperly reviewed, it still made no difference in the detailing process.

0725

I am dissatisfied because my job will be dissolved two months after I get there, and I must again be detailed, uproot my family and move.

0726

I had asked for a billet - an MSO homeported in New England - that, I was told was not possible for me because I was too senior. I eventually got it - after I resigned.

0730

Believe the degree of satisfaction is directly related to ability to communicate with detailers in Real Time.

0733

I found the billet
I notified detailer
I cleared with both CMD's
I did BUPERS job

0735

It should be noted that I was very satisfied with the final set of orders. The first set they offered me would have resulted in my resignation.

0736

I have orders to the exact billet (DD-963 class command) in the port I desired. I won't throw any rocks at the process that produced this enlightened detail.

0740

I am currently serving on a very senior staff as the assistant to an O-5 in my warfare specialty. I think the choice to come here was a good one, but at times, it is difficult because I am the junior warfare designated officer here. So far, it has proven interesting. (I am a LTJG with 3+ years commissioned service).

0741

I was torn between assignment overseas, that would cause family (personal consideration) havoc, and the knowledge that the assignment was (professionally) a very good one. Given my "druthers", I would not have accepted this assignment--yet it is a great job. That's why they are called "orders".

0743

Present billet was obtained by volunteering for a job which became open when another officer could not fill it. I volunteered because this billet looked preferable to the one I had been assigned.

0744

My complete dissatisfaction stems entirely from total inconsideration for my family and I. I had 5 days from receipt of orders to reporting to Monterey from San Diego. The move was arranged and completed haphazardly. It was not an unexpected move. I had been available for transfer for 8 weeks. A small amount of planning and a bit of consideration could have precluded that. Additionally, I started language training 2 weeks behind; trying to play "catch up".

0745

YR GR 77 surface detailing shoddy at best. Female detailer at one point with no experience inhibited several officers' detailing! How does NMPC make it up??!!

0746

Very satisfied with career and assignment process. Only criticism is that detailers are not always candid with Junior Officers. If they are poor performers, tell them so. Let Officers know where they stand in a year group. For example, top 10%, bottom 30%, etc. It would enhance detailer credibility.

The most significant benefit of a Naval career is retirement. This benefit alone made all the separations, deployments, long hours, low pay, etc. worth it. For Congress and DOD to tamper with retirement is a gross violation of trust and loyalty.

0747

Despite several face to face meetings with my detailer, I feel that if I had screened louder, I would have done better - and that's not right.

0752

It was too impersonal. I was on deployment when detailed and sent to a ship that deployed within 2 mos. of my arrival. Bull S... to that, nobody in his right mind wants a year or better straight at sea deployed in West Pac. I was very mad about it but got orders on a Thursday, left on Monday. I hated it, my wife hated it, but you gave me a good job...I'm still in the I.O. and its unsat for my money.

0754

I was a CV RIP participant. I was guaranteed my choice of duty. This questionnaire is not a true representation of my feelings about the detailing system. Had I received this prior to my assignment to Eng on USS Independence, the answers would have been completely opposite.

0756

It all depends on the "Detailer". My detailer was super compared to previous ones I've had.

0758

This is the most innane questionnaire I have been asked to fill out in 25 years. It is good that NPGS is sorting answers since it required at least an M.S. degree to figure out the questions - particularly #6.

0759

It should be clear by now that I am one of the victims of the Nuclear Draft. I am very dissatisfied. Not only did it alter my career plans (notification that there would be a draft occurred only 4 months before the draft) but it changed my mind about the duration of my service. The only consideration made was "The Needs of the Navy", or more realistically, the needs of one Adm. Rickover. I plan trying to make the best of it but resentment lingers in the background.

0761

My orders were so late in coming after the placement had been made that passports (no-fee) will be difficult to get by my departure date. Orders should not take over a month in the typing pool, especially, when overseas dependent travel is involved. I'm very bitter about that because it has placed much more strain and worry on my dependence than is necessary.

0766

Despite 9 months of warning that I was required to give (for resigning), my relief was not ordered in until the month before and did not arrive until more than one month after I was asked to leave. This resulted in my being separated after 3 weeks of a Westpac Deployment.

0769

The detailer at 7 months prior to PRD had his decision made that the place for my next billet would be in Wash., D.C. I had no voice in the matter from my initial contact through the receipt of notification. The myriad phone conversations netted little but flat statements of fact "you are going to Washington". I left on cruise with little more than 3 months to PRD and no more contact with the detailer available other than letter which was never responded to. If it weren't for some senior officers stationed ashore that showed some concern in my career, I would have felt alone in the process and forgotten in the shuffle.

0770

The detailer makes every attempt to help, but is loaded with many other "clients". He is responsive to being contacted, but one cannot wait too long expecting him to have time and knowledge of one's needs sufficient to satisfy needs without being frequently contacted.

0771

"INDIVIDUAL CAREER NEEDS" remain unclear to me so it is somewhat difficult to assess how satisfied I will be in retrospect. Having had no previous shore duty, how much will it "hurt" me in the long run to be assigned a billet where no sub-specialty will be developed?

Deviations from once projected sea-shore rotation and career pattern (i.e. 48 mos. in dept head billets vice advertised 36 months - strong possibility of a third dept head tour as LCDR before XO tour due to lack of seniority, and 2-year shore tour after 8 yrs. continuous sea duty) make one place additional emphasis on satisfying personal desires and less concerned with "Needs of the Navy" and career needs.

0776

My detailer cooperated with me to the maximum extent possible to give me the billet I desired. I have no complaints about how I have been detailed over the years jobwise. However, I would like to see my new orders in a more timely fashion.

0778

Took Flag officer to settle out my assignment.
Section 2 of this Questionnaire is confusing.

0779

I was assigned to a job that was my First choice and necessary for my career yet my fear is that the job may be bigger than I can handle, even though a review of my Fitreps has me walking on water.

0781

While I am very happy with my assignment, I am most unhappy with what the detailer would not tell me i.e. All I could find out was that I was nominated for a job in Washington. I feel we are all "big boys" when we reach the O-6 level and we should be told what job we are being considered for. Supposedly this is not done in case we get turned down for the job and also to "protect" the Flag officer who must turn you down from stating why he did not want you. Our detailers should look at the way the Army does business when they try to see both the individual and the Receiving Command the assignment. It works and makes for much better morale.

0782

My detailer kept me very informed, even though I was on deployment in the IO when decisions were made.

0783

Constant contact and attention were required on my part. The job was available. but making sure I got it took a lot of pressure. The detailing process is often terribly slow, very often confusing, and always frustrating. You can always read about neat jobs in the newsletter but nobody else knows much about them, and they are most often outside the "pattern" and not career enhancing. Also, it's generally true that for Junior Officers, there is no place to go for 'career' counseling and info. The detailer visits are a step in the right direction, as is "Perspective", but they aren't enough. CO/Senior Officer counselling is nearly non-existent.

0786

I asked for and received what I wanted. I had to have several senior people "politic" for me which they willingly did. But the major factor is I received the orders I worked for and desired.

0791/LCDR/1110

I am frustrated with the "system" concerning surface XO assignment. I have spent only 22 months on shore duty other than Destroyer School and PG School. I have qualified as EOOW (Diesel & Steam), as TAO, screened for Lt Command, CO assignable and am Surface Command qualified. I am starting my third major Dept. Head tour and the only reason my detailer can give is that I am too junior. XO tours are being given to the year groups closest to the CDR zone. That's some reward for ten years of "hard charging!"

0793

Detailer LCDR---- ----made a concentrated effort to get me the curriculum I desired at PG School, and succeeded.

0795

My orders from detaching COMPHIBRON 3 to TEMDU, then Dept Head School in the states have been bungled by my detailer - I was shuffled around SDiego 3 x in 10 days, very bad situation. I truly feel my detailer has no concern whatsoever for my personal needs.

0797

Use a more above board approach, tell an officer what his record supports. If officer is not satisfied with orders, explain that this is the answer to a detailer's problem/Needs of the Navy.

0798

I have never had any complaints about my detailing - Have always been assigned to what I consider outstanding billets.

0801

My detailer told me that I had all the necessary tickets i.e. Fitreps and experience to be placed in the billet of my first choice. He also indicated that the billet was available. However, I could not be placed there, he said, because I didn't know anyone in the squadron.

0802

I was not selected for Dept. Head School even though I was already filling a Junior Dept Hd billet at my present command. No amount of persuasion i.e. CO ltr, etc. could convince Bureau I was qualified to attend Dept Hd School. I am presently putting in time on an MPHIB as Operations Officer until such time as I am selected for school - I feel the Navy is wasting my time and experience in this experiment of non Dept Hd grads filling Dept Hd billets. I am very displeased with my current assignment.

0803

None of my last three tours appeared on my preference cards.

0809

This survey has little effect in my case since I transferred FM USS LaSalle and demanded my choice of duty (as "promised" by detailer) to SWOS (Dept. Hd).

0811

Due to detailing husband, I received no cost orders. My detailer was uncooperative and offered no alternatives to no cost orders - and no explanations of billet or ramifications of no cost orders.

0813

I was up for orders. My detailer would not discuss my desires. He said, "We're considering you for a billet but I can't talk about it yet". The very next day within 24 hrs, he informed me of my next duty station as a "fait accompli". When I asked him if I could, at least talk it over, he said, it was "too late". Another billet was available in the same geographical area. He informed me that it was "too late" to discuss that billet. In a nutshell, I was detailed in a 24-hour period, without any telephone input at all on my part.

0817

I received exactly the set of orders that I wanted. The coordination between the School (SWOS) & the detailers was very helpful in my new assignment.

0818

I am basically pretty easy to please, but asking for Shore Duty on U.S. West Coast and getting an unaccompanied tour to Seoul Korea aren't even close. I think that a joint tour is needed by me and it will be worthwhile.

0819

1. Vietnam incountry tour not considered enhancing towards LCDR XO selection.
2. Successive engineering tours bad for career.
3. Ordered to CV as DCA as CDR selectee.

0824

I have made it a habit of always planning my next assignment two years in advance ending with my "volunteering" to fill a need that finally becomes a contract among myself, the detailer, the placement officer and the billet owner. I have never been assigned to a job I hadn't worked hard to get at least the feeling of controlling my own destiny.

0827

I was overtoured 6 mo in my last billet with only last minute notification and very little info provided as to why. I do not feel I received all the assistance possible from my detailer or chain of command (CO/XO) in obtaining action for my relief.

0828

I am very happy with my assignment. It would have been my first choice if anyone had asked, but no one did! I just got lucky, and that's not much to look forward to in the future if current methods continue. The only way to retain "the masses" is to retain lots of individuals and that means a little more consideration of individuals is in order.

(As it regards Triad of Detailing) a. Needs of the Navy: 30%. Too many times I've seen two guys, ea. sent where the other guy wanted to go (within a week of each other). "Needs of the Navy" was the reason??!!

Individual career needs: 0% Let us decide whether or not we want to enhance our career.

c. Personal desires: 70%. Face it. This is retention!

0829

Reply delayed because of PCS move from San Diego to Newport.

0830

My case may be unique. If my present orders had not been available, the choices of a shore-based flying billet for an E-2C pilot looked grim. Most "Hummer drivers" would jump at the chance to transition to tactical aircraft, but career patterns and "Needs of the Navy" lock us into what has to be the worst community going for 1310's. However, I feel that despite the constraints of my community, Senior Officers were receptive and helpful - outside of my present command.

0832

I was offered no options and given no opportunity to discuss the matter. For the THIRD time in my career my Detailer considered it convenient/necessary(?) to issue my orders while I was deployed. Result - I am in a one-year unaccompanied tour on overseas sea duty with no guarantees/Typical of Surface Line detailing.

0833

I am very dissatisfied with the results of the assignment process of my present orders. While the benefit this assignment will have on my Naval career is noted, the total disregard for my wishes has been very hard for my family life. I want a Naval career but not if it will destroy my family life.

0837

As a proven subspecialist in a subspecialty noted for its large number of billets but few qualified senior officers, detailing of those like myself is a process having few alternatives. Sea duty (O-6 Command) is not normally one of the alternatives, eliminating hope for progression to O-7. In spite of the foregoing, I am extremely well satisfied with the process leading to my new billet from the professional point of view, but it requires such severe personal sacrifice that Item 12 is marked "satisfied." Over the years, I have been extremely well pleased with the officer placement/assignment process.

0838/LT/1110

I am in a community (Surface Nuclear) that is strict in its career pattern. People that want out of the community into a different field have a difficult time, their personal desires are not considered. The detailer in this program is not into making the assignments so that you end up getting what you expect.

0841

This is the most confusing survey I have ever taken. Questions 2-6 are very ambiguous with poorly worded directions.

0845

My personal desires as expressed on my duty preference card and in letters for over two years have been to be stationed on board a ship homeported on the East Coast and to make Med deployments. I have repeatedly stated that I do not desire to go to a ship in overhaul. Yet once again I am ordered to a San Diego ship in overhaul. Both of the only two items that I express particular desire for, not granted.

0850

Billet was not what I really desired; however, given second thoughts and all things considered, I'm excited and satisfied with the new job.

0855

When I contacted the detailer for reassignment (6 mos. prior to transfer), I was told to "call back next month". When I called again, I was told "call back in Jan." (1 month away). When I called in Jan. I was told that the detailer was looking at some jobs but wouldn't discuss them with me until I had been accepted for one. In Feb, I was contacted by a Senior Officer at a different command who told me I had been offered to his command. In talking to the detailer, I was again told that no decision had been made, but it was confirmed that the disclosures of the other officer were correct. Finally, I was detailed to a job at this command, against my wishes because "a black female" was needed for the job. I later discovered that the job had been and is still vacant. My current assignment was made because I was ordered into the command for the previous job (Women's Affirmative Action) but it was determined that this job (Admin Assistant) should not be gapped.

0856

Perceived lack of personal involvement precludes significant feelings of satisfaction/dissatisfaction. The placement/assignment process exists, and I simply accept its existence.

0857

After 27 years I consider the placement/assignment process to be fair and just.
Survey Form Rcvd NPT 7-28-80.

0858

Very satisfied because it was exactly what I wanted. If I had been required to take the alternatives the detailer was offering, my choice would have been #5. Very dissatisfied.

0861

I had to struggle with the detailer in order to have my needs heard and while eventually we arrived at a point of 2 way communication I really was given consideration of my desires only after a lengthy interview and only very reluctantly. While I feel that the Navy's needs should come first, where possible and on occasion I feel the Navy's needs can be met through placing an individual in a billet locale which is satisfying/necessary to the individual. If personal desires are met I believe the Navy's needs will also be met.

0862

As a woman officer, 1100 designator, the only XO tour my ~~had~~ discuss was in recruiting. I feel that detailers ~~were~~ for other shore XO equivalent tours for ~~women~~ another "woman's" job and institutional discrimination ~~was~~.

0863

Reassignment from ~~the~~ notification by message with no prior notice ~~when~~ was poor form.

0865

My assignment to this set of orders is apparently the end result of a number of order changes in less than one month. While the end result is close to what I desired and meets my personal primary concern (Homeport), the number of changes have resulted in considerable turmoil. This is especially true as my present unit is deployed. Errors and problems with both my orders, ie; no acctng data, and my relief's orders have left me in a state of limbo for over a month. My exact date of detachment has just been decided in the last week. The net result is that while the orders are satisfactory, the process leading to them seems to have been less than satisfactory.

0867/LCDR/1310

As "disassociated" ships company officer and a 1310, was able to use preferential assignment program, and received both area of country (Jax, Fla.) and type of assignment (Operational A-7 Pilot). I also believe my performance for the past 5 years, coupled with a shortage of A-7 pilots made it easy for the detailers to comply with my request.

0872

Constant contact with detailer via phone when decisions were being made very beneficial.

0873

This set of orders may be the primary reason for my dissatisfaction.

0874

I like the way Department of Defense is currently detailed out of SWOS.

0875

Under the circumstances - all documented. After this detailing fiasco, a highly career motivated USNA grad is close to chucking it all. Is this treatment to expect every time? A definite "job dissatisfier".

0876

Under the circumstances, detailers do a good job. My only desire is for more "truth" -- ; if the news is bad, say so. Don't make excuses.

0878

COMMENTS ON QUESTION 12:

Last April I was told that I was going to a 13-week computer programmer course and a 7-week COBAL course, then to San Antonio to work for the Air Force at MPC. I wanted a billet at NARDAC San Diego which the placement officer told me about, and for which he said I was perfectly acceptable. The Shore Coordinator (LCDR W-----) and my detailer told me repeatedly that the job didn't exist, until the placement officer finally showed it to them on their lists; then they conceded that it did exist, but that I couldn't have it. The detailer could not tell me why it was more important for the Navy to fill an Air Force billet than a Navy billet.

My orders for school at Keesler AFB sent me to the wrong course (a Communication Electronics course) and the wrong UIC. The record-keeping at NMPC is dismal; this survey was sent to me at a command from which I was detached two years ago. The 7-week COBAL course I was supposed to attend doesn't exist, and never has.

0878 (Contin'd)

My orders for San Antonio were supposed to come last July. It is now the middle of September, and since they should have a detachment date of 11 Nov I could detach in two weeks but I still don't have my orders. I have called my detailer repeatedly, and he never knows when I will get them. When I call, I am always put on hold for 10 to 15 minutes. On the day last week I called three times, was put on hold for a total of one hour (in the space of one and a half hours), and never got talk to my detailer; he never picked up my call. I don't understand why orders that were known last April, and never changed, cannot be issued in plenty of time for my departure.

I have talked with many people about the detailing process during my 6-1/2 years in the Navy, and it has been proven time and again that detailers lie. This process is not useful. They have complete control over us, so they must be honest while they are screwing us.

I appreciate the fact that detailers work under great pressure; NMPC is obviously understaffed in many critical areas. The detailers have been unusually courteous to me (with the exception of LCDR ----- when he was my detailer three years ago), and I'm reasonably sure they do what they can with a bad system. One big problem is constant re-organization; I've had five detailers in the last ten months.

Thank you very much for this opportunity to air my complaints. I sincerely hope the system is improved soon.

0882

Although the detailer delivered exactly what I asked for, he indicated that there were also no other choices; there was only one ship available to which I could also make a ---- split tour. I feel like I was lucky in this assignment, but I wonder if my future assignments will also be based on "luck" - not a very good thought -

0883

If the XO assignment had been to a CRUDES type vice an AMPHIB type, I would be very satisfied.

0885

I am Surface Nuclear qualified and with such a small community the detailing/assignment process is very well handled to everyone's satisfaction.

0887

I wanted to remain for my 30th year in my last assignment. NMPC had no power to permit that. They should have override authority over the TYCOM when logic and wisdom dictates. In light of an unsat situation where logic, performance and good of the Navy should have prevailed and did not because of personal prejudices, NMPC did as good a job as could have been done under the circumstances.

0888

I had both FACSPAC JAX AND FACSFAC VACAPES plus NTC DAMNECK requesting me. My Va. Beach. home is 9 miles from D. Neck/Oceana and 27 from Norfolk. - Yes, I was ordered to NAS Norfolk. Need of the Navy to fill the billet is why. Also my orders were modified 3 wks prior to detachment. Totally unsat as I had already made plans and had evicted my rentors in VA Beach.

0891

I think the detailer did his best but I was not entirely happy with the result.

P.S. This questionnaire was very difficult to understand. You're survey results should be very suspect since I'm sure I didn't fully understand some of the ? (eg. #6)

0893

I specifically asked for a "forward deployed" unit with extensive at-sea time, and received the reverse. I'm to be the B-OVHL coordinator for my FF, not a ship driver. Detailer's info on ship operating schedules was erroneous. Lt. - - - - - doesn't know if the ships are "coming or going" - He had the Knox scheduled for B-OVHL Sept 79, a condition that never existed. An example of sloppy detailing: As a top 1st LT, I am now considering alternative employment.

0894

Pertinent info should be offered by the detailer, e.g., selection for service school; available billets (more than one) IAW desires and career, and selection to P.G. School. All my previous discussions with detailers necessitated forcing info out as to what was available and why.

0897

No thanks!

0898

Had I not circumvented the normal detailing process by seeking and receiving the personal intervention of flag rank officers, the answers to questions 0 - 13 would have been:

8 - 1
9 - 3
10 - 5
11 - 1
12 - 5

0899

I get the impression that the Bureau is reluctant to let an individual know whether they have the "tickets" for a particular choice of duty. Although I can understand this, I feel that the Bureau should provide this information to someone in order that he/she can realistically assess what choices they have (i.e. are they competitive) when planning their future in the Navy.

0900

I was not consulted prior to receiving my orders. The orders I received were not disagreeable but I feel that was because I "wasn't" consulted.

0901

I feel that I have been used by the Bureau for 12 years to fill junk billets under the guise of "needs of the service" and now that I have a totally strange career "pattern" I have been dumped by the "flesh merchants" who created my career "pattern" and now disapprove of it.

0902

As of 25 July do not have official notification of orders. Detailers have worked closely with me to meet my career/personal needs and those of Navy.

0903

Detailers were extremely cooperative, professional, and easy to deal with. It helped greatly that I was stationed in Washington D.C., which leads us to a basic problem - the officers forward deployed to such inaccessible places as the I.O. are often short-changed in the placement process. Ask any officer who has tried staying up late at night trying to get through to a detailer from some overseas post.

0904

Due for re-assignment in Feb 80, the non-availability of a relief was the principle cause that my higher priority selections were overlooked. Detailers were of absolutely no help in planning from July 1979 until March 1980. I was not scheduled for a PG school class or dept head class (although positively screened) because of this hold-up.

0906

I believe each individual must make an advanced effort. I have done this twice and it's worked out fine. Special consideration such as being married to another Naval Officer have been worked out as much as one year in advance.

0907

The detailers have an extremely difficult job trying to match the needs of the Navy with the desires of the individuals. I personally wanted afloat XO as my top choice. While my record supported it, if I was assigned a more senior person would have lost the opportunity. The detailer weighed the choices and made the hard but right decision to not grant my wish.

0911

Career needs and personal desires were overwhelmingly against this assignment as were the movement of 5 dependents overseas. The "Needs of the Navy" was a shallow excuse in my view for this assignment. Staff politics, bureau inaction and poor lines of communication all contributed.

0913

As a LT (YG - 74) I needed to be assigned to my present billet of a student at SWO Dept. Head School. However, my past association with the detailors, I have been total unsatisfied. As my first assignment ashore approached, I was unable to be informed of what was available to which I might be assigned. It seems incredible that a E-4, 5 or 6 can be given a list of assignment and the officer community cloaks available assignments in darkness and only for the detailer's eyes.

0914

I asked for a billet I knew was top on the list for the detailer to fill, so I knew I could be more easily pleased.

0915

I was detailed to the best 06 billet, in OP-01 and the detailer was great during the entire process. We talked on the telephone several times prior to the final decision. He was up front with me at all times and detailed me exactly as I requested. I think this is unusual for senior female line officers, until very recently.

0917

A stupid waste of subspecialty.

0918

There was no real choice if I wanted to continue my career ie. I will be up for LCDR in a year or two and must have dept hd duty to be realistically considered.

0920

This assignment only put me back to where I should have been before I got my last assignment.

0921

The Triad was satisfied to a great extent. The only problem was orders dated 6 Feb 80 arrived by mail on ship in Persian Gulf on 28 April 80 for May detachment from XO billet. Possible trauma if had to PCS while deployed w/no notice.

0927

Retention is based on family separation, money and job satisfaction. Detailing can very directly affect satisfaction. The officer needs to be assigned to a job he can perform well in and in a location as satisfactory as possible to his family.

The detailing process is primarily concerned with "Needs of the Navy" and career development, individual desires is a distant third. Obviously, the detailer must fill the jobs of the Navy, but at some point the career development agreement should diminish and the individual desires and family needs should increase is important.

After a surface officer finished his department head tour he should be allowed to decide whether to continue on the track to Command and the grade of Captain, or to forego the command route, stop the development and retire at 25 yrs as a Commander.

0928

Originally, I requested overseas shore duty, but eventually was told that no billets existed overseas for me. After deciding to resign my detailer explained that he had to try to assign minority officers to recruiting jobs. That explained to me why all his offers were to recruiting/recruiting related billets. I understood his position, but still I was upset. Secondly, we talked about NROTC teaching assignments, but the only billets offered were located at predominantly black universities. I wondered if it was thought that I'm not capable of instructing NAVAL Science at predominantly white universities. I decided to remain in the Navy and accept orders to my present duty station because I like the area, the job assignment is worthwhile and rewarding, and I thought that I could attend graduate school. Now I find that the job conflicts with graduate school night courses. So, I'm dissatisfied!

0930

I am enroute to my UP Dept Head Tour as a LCDR. I am going to Hawaii to serve in that capacity. My immediate Previous Geographic location was Jacksonville, Florida and my choice of duty was UP Jacksonville.

Regardless of all the numerous reasons quoted me for the decision to send me to Hawaii, vs. Jacksonville, I still believe that such a transfer is ludicrous, inefficient, disconcerting to me and my family, and a gross waste of taxpayer money!!!!

0931

I am very satisfied - only the detailer/placement officer had very little to do with my billet assignment. The head of my sub-specialty community slates the subspecialists and it was through negotiation with him that I received orders to the CO tour. Had my assignment been left solely to the detailers/placement folks, heaven only knows where I would have ended up! (Based on past experience). I have had very little to do with my detailer in the past 3 years and intend to continue in this mode of operation. If I remain on active duty past this CO tour (about 50/50) I'll go find my own subspecialty/billet and pursue being assigned to it. Unfortunately for women officers this is the best way.

0933

While deployed to WESTPAC I spoke to my detailer by phone (no easy task). We discussed many options and the detailer's priorities. I felt we had narrowed down my next assignment to a few options all of which were satisfactory to me. Then I went for a 100+ day line period in the I.O., 70 days into the line period, and right after my detailer was replaced, a BUPERS form letter arrived informing me of assignment to a billet not mentioned before. I tried to speak to my new detailer only to be told it was "too late" to change my orders. Real nice.

0934

Notified of orders 60 days before being relieved as CO. Received absolutely no notification - while deployed, I didn't know naval messages went out of style. The lack of courtesy and timely, truthful information supplied in dealing with an 18 year employee would not be tolerated in the business world, yet it is common practice in the Navy. My orders to CHENG CVA 62 results in 2 wks leave after 5 mos deployed; 14 weeks "deployed" at SOSMRC: 2 wks leave then an 8 month deployment. That is more than any enlisted man is subjected to! The impact on my family that had to sell, move, buy and move literally by themselves under

0934 (cont'd)

our absolutely inadequate moving regulations (I'm out \$500 in traveling, moving because I haven't reached my ultimate duty station) is tremendous. A strong marriage was the only thing keeping my wife from either walking out or having a nervous breakdown. In summary, JO's/Em's get better detailing-- they are often given choices. I had one! I am ashamed of the treatment this "people-oriented" organization practices amongst its senior levels.

0935

I think the main reason I was satisfied in this case was because I happened to want to go to a type job (Dept Hd on an OFRP/YOKO ship) that not enough people volunteer for. I was therefore almost guaranteed of getting close to what I wanted.

The only complaint I had was that there aren't enough detailers to handle the load. They're too busy and too hard to get a hold of, and are obviously in a great rush, after seeing the admin type errors in my original set of orders.

0937

I was very satisfied after a detailer change was made half way through my assignment process. My first detailer wasn't aware of a number of items relating to my transfer and did nothing to provide assistance until I went to D.C. and pushed her. However, my new detailer has been most cooperative, understands the needs of finding a billet as a follow-up to SWOS where I can get SWO qualified, and he has really gone to bat for me. Consequently my follow-up orders are as satisfactory as possible in light of current legal restrictions.

0940

The present system of LCDR XO assignment has greatly eased the burden on our Detailers by allowing timing of transfer and availability of ships to be major determining factors in the assignment process. However, this does not promote the selection of, nor ensure assignment of, the most qualified LCDR's to XO billets. Additionally, this assignment has effectively reduced my chances of early selection to O-5 to nil by virtue of the fact that I will not have had an XO tour when I come into the zone.

0941/LT/1110

Although I like Hawaii, I was told by my detailer that Funding a PCS move to CONUS (having been on sea duty in Pearl Harbor) was a big Factor in my remaining in Hawaii. I was then sent to school in Norfolk, Centerville Beach, CA, home on leave and then back to Hawaii all at gov't expense and I'm single! I rec'd in excess of \$1000.00 in per diem also. How was money saved?

DISTRIBUTION LIST

DR. E. RALPH DUSEK
6309 MORI ST.
MCLEAN, VA
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NAVAL POSTGRADUATE SCHOOL
MONTEREY, CA
93940

(1)

SCIENTIFIC DIRECTOR
OFFICE OF NAVAL RESEARCH
SCIENTIFIC LIAISON GROUP
AMERICAN EMBASSY TOKYO
APO SAN FRANCISCO, CA
96503

(1)

DEPARTMENT CHAIRMAN, CODE 54
NAVAL POSTGRADUATE SCHOOL
MONTEREY, CA
93940

(1)

DR. GLEN L. BRYAN (CODE 450)
OFFICE OF NAVAL RESEARCH
ARLINGTON, VA
22217

(1)

DEPARTMENT CHAIRMAN, CODE 55
NAVAL POSTGRADUATE SCHOOL
MONTEREY, CA
93940

(1)

DR. BERT T. KING (CODE 452)
OFFICE OF NAVAL RESEARCH
ARLINGTON, VA
22217

(1)

DEPARTMENT CHAIRMAN, CODE 56
NAVAL POSTGRADUATE SCHOOL
MONTEREY, CA
93940

(1)

DR. MARSHALL J. PARR (CODE 458)
OFFICE OF NAVAL RESEARCH
ARLINGTON, VA
22217

(1)

JAMES K. ARINA, CODE 54AA
NAVAL POSTGRADUATE SCHOOL
MONTEREY, CA
93940

(30)

DR. JAMES LESTER
ONR BRANCH OFFICE
495 SUMMER STREET
BOSTON, MA
02210

(1)

RONALD A. WEITZMAN (CODE 54WZ)
NAVAL POSTGRADUATE SCHOOL
MONTEREY, CA
93940

(1)

DR. EUGENE GLOYE
ONR BRANCH OFFICE
1030 EAST GREEN ST.
PASADENA, CA.
91101

(1)

RICHARD S. ELSTER, CODE 54 EA
NAVAL POSTGRADUATE SCHOOL
MONTEREY, CA
93940

(1)

DR. CHARLES E. DAVIS
ONR BRANCH OFFICE
536 S. CLARK ST.
CHICAGO, IL.
60605

(1)

PROGRAM COORDINATOR
BUREAU OF MEDICINE & SURGERY
(CODE 71G)
DEPT. OF THE NAVY
WASHINGTON, DC
20390

(1)

CDR PAUL R. CHATELIER
OUSDRE
3D129 PENTAGON
WASHINGTON, DC
20301

(1)

BEHAVIORAL SCIENCES DEPARTMENT
NAVAL MEDICAL RESEARCH INSTITUTE
NATIONAL NAVAL MEDICAL CENTER
BETHESDA, MD
20014

(1)

SYSTEMS ANALYSIS DIVISION
DEPT. OF THE NAVY OP-964D
WASHINGTON, DC
20350

(1)

DIRECTOR, RESEARCH & DATA
OSD/MRA&L
RM. 3B919
THE PENTAGON
WASHINGTON, DC
20301

(1)

DR. MARTIN F. WISKOFF (310)
NAVY PERSONNEL R&D CENTER
SAN DIEGO, CA
92152

(1)

CHIEF, PSYCHOLOGICAL RESEARCH
HQ, US COAST GUARD
WASHINGTON, DC
20590

(1)

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OP-987E
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(1)

ROBERT L. HOLZBACH
NAVY PERSONNEL R&D CENTER
SAN DIEGO, CA
92152

(1)

MR. MAURICE CALLAHAN
NODAC (CODE 2)
DEPARTMENT OF THE NAVY
BLDG. 2, WASHINGTON NAVY YARD
WASHINGTON, DC
20374

(1)

DR. ROBERT F. MORRISON (307)
NAVY PERSONNEL R&D CENTER
SAN DIEGO, CA
92152

(1)

DR. A. L. SLAFKOSKY
SCIENTIFIC ADVISER (CODE RD-1)
HQ, US MARINE CORPS
WASHINGTON, DC
20380

(1)

COMMANDING OFFICER
MEDICAL RESEARCH LABORATORY
U.S. NAVAL SUB BASE, NEW LONDON
GROTON, CT
06340

(1)

DIRECTOR
OFFICE OF MANPOWER UTILIZATION
HEADQUARTERS
MARINE CORPS
MCB, QUANTICO, VA
22134

(1)

TECHNICAL DIRECTOR
NAVAL HEALTH RESEARCH CENTER
POB 85122
SAN DIEGO, CA
92138

(1)

DR. RALPH CANTER
US ARMY RESEARCH INSTITUTE
US ARMY ADMIN CEN
FT BENJAMIN HARRISON, IN
46216

(1)

SCHOOL OF LOGISTICS AND MANAGEMENT
AFIT
WRIGHT PATTERSON AFB, OH
45433

(1)

DR. ALFRED R. PREGLY
AFOSB/NL BLDG 410
BOLLING AFB, DC
20332

(1)

DIRECTOR, PERSONNEL SYSTEMS MGT
U.S. ARMY WAR COLLEGE
CARLISLE BARRACKS, PA
17013

(1)

DR. EARL A. ALLUISI
TECHNICAL DIRECTOR
AFHRL
BROOKS AFB, TX
78235

(1)

DEPARTMENT OF DEFENSE MGT STUDIES
INDUST COLLEGE OF THE ARMED FORCES
WASHINGTON, DC
20319

(1)

CHAIRMAN, BEHAV SCI DEPT
NAVAL COMMAND-MANAGEMENT DIVISION
U.S. NAVAL ACADEMY
LUCE HALL
ANNAPOLIS, MD
21402

(1)

DEPT OF BEHAV SCI AND LEADERSHIP
UNITED STATES MILITARY ACADEMY
WEST POINT, NY
10996

(1)

DEPT OF BEHAV SCI AND LEADERSHIP
U.S. AIR FORCE ACADEMY
COLORADO SPRINGS, CO
80840

(1)

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NEW LONDON, CT
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WASHINGTON, DC
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(1)

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MARINE CORPS EDUCATION CENTER
MARINE CORPS ED & DEV CMD
QUANTICO, VA
22134

(1)

COMMANDER, OETC
P. O. BOX 444
PORT ORD, CA
93941

(1)

DR. L. RALPH CHASON
3762 FINCASTLE DRIVE
DAYTON, OH
45431

(1)

1 PSYCHOLOGICAL RESEARCH UNIT
DEPT. OF DEFENSE (ARMY OFFICE)
CAMPBELL PARK OFFICES
CANBERRA ACT 2600
AUSTRALIA

(1)

DR. WALTER L WILKINS
3258 TRUMBLE ST.
SAN DIEGO, CA
92106

(1)

DIRECTOR
ARMY PERSONNEL RESEARCH
ESTABLISHMENT
FARNEBOURGH, HANTS,
UNITED KINGDOM

(1)

DR. HOWARD H. MCPANN
MCPANN/GRAY ASSOCIATES
200 GARDEN RD. SUITE J
MONTEREY, CA
93940

(1)

SECRETARIAT, IUS
SOCIAL SCIENCE BUILDING
UNIV. OF CHICAGO
1126 E. 59TH ST.
CHICAGO, IL
60637

(1)

DR. JESSE ORLANSKY
INSTITUTE FOR DEFENSE ANALYSIS
400 ARMY NAVY DRIVE
ARLINGTON, VA
22202

(1)

DR. ROBERT R. MACKIE
HUMAN FACTORS RESEARCH, INC.
5775 DAWSON ST.
GOLETA, CA
93017

(1)

DR. ARTHUR I. SIEGEL
APPLIED PSYCHOLOGICAL SERVICES
404 E. LANCASTER AVE.
WAYNE, PA
19087

(1)

COL ROBERT S. NICHOLS, MSC
AMEDDPERSA
1900 HALF ST. SW
WASHINGTON, DC
20324

(1)

DR. DOUGLAS W. BRAY
AT&T RM 6-1-14H2
295 N. MAPLE AVE.
BASKING RIDGE, NJ
07920

(1)

DR. ANNE HOIBERG
NAVAL HEALTH RESEARCH CENTER
PO BOX 85122
SAN DIEGO, CA
92138

(1)

DR. JOHN C. FLANAGAN
AIR
BOX 1113
PALO ALTO, CA
94302

(1)

DR. PRESTON S. ABBOTT
300 N. WASHINGTON ST.
ALEXANDRIA, VA
22314

(1)

DR. ERNEST J. MC CORMICK
1315 SUNSET LANE
W. LAFAYETTE, IN
47907

(1)

DR. S. B. SELLS
3850 OVERTON PK. DR.
FORT WORTH, TX
76109

(1)

DR. J. E. UHLANER
4258 BONAVITA DR.
ENCINO, CA
91436

(1)

C. BROOKLY DEER
GRAD. SCH. OF BUSINESS
UNIV. OF UTAH
SALT LAKE CITY, UT
84112

(1)

PAUL H. THOMPSON
GRAD SCH OF MANAGEMENT
BRIGHAM YOUNG UNIV
PROVO, UT
84602

(1)

